

Disability Works
Reducing Turnover

Veterans Matter
Optimizing the Supply Chain

Tech Trends
Suppliers in the Cloud

DiversityPlus

Connecting Innovative Women and Diverse Companies to Corporate America and the Government Through Supplier Diversity

M A G A Z I N E

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Strategic Diversity Management

Female Suppliers Bring Essential Qualities to Corporate Clients

Leveling the Leadership
Playing Field for Women of Color

Pushing Progress
for WBEs with Measures & Accountability

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Doing Global Business in the Social Media Space



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DME
Leverages Diversity & Relationship Building for Big Success

Measure Executive Coaching?
It's Easy To Do - And More Important Than Ever

Bringing
Entrepreneurial Veterans
into the Supply Chain



**WE STAND FOR
DIVERSITY
OF PEOPLE,
EXPERIENCES,
AND IDEAS.**

At Accenture, the power of diversity is one of our greatest strengths and inclusion is fundamental to our success. We applaud DiversityPlus Magazine and its dedication to helping women and diverse companies join forces and succeed together. Learn more at [**accenture.com/ccr**](https://www.accenture.com/ccr)

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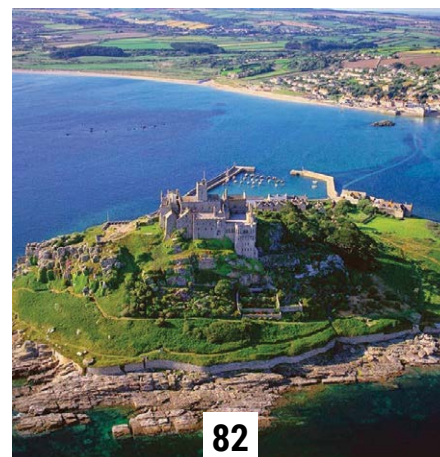
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DiversityPlus
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EDITORIAL DESCRIPTION:

DiversityPlus Magazine's primary mission is to bring cutting edge information to thoughtful corporate supplier diversity executives and diverse businesses to help create an environment for more contract opportunities. Equally important, is for corporations to understand the importance of helping their most innovative minority suppliers build scale and become sustainable over the long term.

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DON'T THINK YOUR BUSINESS STANDS A CHANCE OF SIGNING ONE OF OUR CONTRACTS?



THINK AGAIN.

Last year over 900 contracts were signed by minority, women-owned, small, and disadvantaged firms (MWSDBEs) with the Port Authority and its partners. The 2017–2026 capital plan calls for spending \$32.2 billion—which means even more opportunities for MWSDBEs.

Visit www.panynj.gov/supplierdiversity and see a list of upcoming events.

Doing Global Business in the Social Media Space

Billions of people around the world now use social media. It is deeply embedded in society, including the global business environment. It seemed like a glorious gift to businesses because now they could promote their brands with no geographic limitations. It was a gift but one with strings attached. The metaphorical strings are the challenges that business leaders need to manage in order to generate full value in the social media space. The opportunities are endless with being able to reach a global audience and to identify market trends topping the list. However, the challenges include successfully managing cross-cultural communication, building a strong brand when the internet makes it easy for users to forgo brands, and harnessing the data and analytics to capture value.

The opportunities associated with utilizing social media on a global basis are fairly obvious. It is theoretically possible to reach billions of people on all the continents. Social media enables even a small business to communicate with diverse markets, and people in these markets are likewise communicating with people around the world. With opportunities come challenges. The biggest challenge is building a strong brand across cultures when a word or statement made by someone in one country can be easily misconstrued by people in another country.

Cross-cultural communication is a difficult challenge to overcome because it requires a high level of cultural knowledge and sensitivity. In addition, as Douglas Holt wrote in the Harvard Business Review article "Branding in the Age of Social Media" (March 2016), social media has led to the rise of "crowdculture." This is a phenomenon in which diverse online communities bind together

around an issue or concern to create dense networks. Now businesses must know how to deliver branded content to people in diverse cultures and to democratized communities of people who network based on ideologies, motivations, and principles underlying products and services. For example, Holt discusses communities of people from different cultures who do "mindshare branding" in which a brand is built on psychological associations. Networked global communications may have an interest in identifying products that contribute to the improvement of society, like reducing hunger or raising people out of poverty. Traditional corporate branding has proven to be ineffective with these networks.

Data and analytics can play an important role in helping businesses identify market trends and what is of interest to people in different cultures. Now the analytics can also be used to identify democratized social media communities. The next challenge is finding a way to communicate with an integrated set of networks circling the globe in cyberspace. It sounds like an insurmountable challenge, but there are strategies a business can employ to harness the opportunities and overcome the communication issues.

One of the first strategies is to develop regional approaches to social

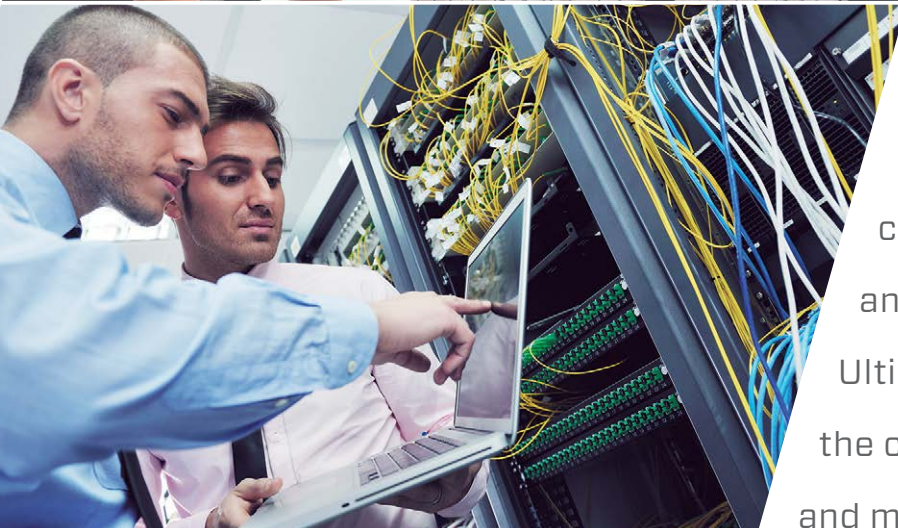
media when reaching out to the world. One size does not fit all anymore. Social media cannot be used as if everyone is a local audience. Building a brand in different areas of the global business environment through social media requires recognizing there are unique business needs in each area. Larger companies create regional teams who are culturally knowledgeable and manage social media. Smaller companies need to carefully manage communications and not let staff who are not trained in cross-cultural communication represent the company through posts and tweets. All businesses should recognize crowdculture and mindshare branding. In mindshare branding, companies engage in specific discourse that is focused on the ideas or emotions that brought people together. It may be small community economics in a certain area or environmental sustainability.

The main message is that social media should not be approached as a generic communication system any longer. It is not even a global issue. In the U.S., the regional and cultural differences can be stark. Effective use of social media means adapting to cultural differences and to community networks. There is no doubt that social media is an effective marketing tool, but there are now many nuances to getting the most value from its use.





***THE VALUE OF
BUILDING
PARTNERSHIPS
TO DELIVER
COST-EFFECTIVE
ADVANCED
SOLUTIONS.***



A key component to Northrop Grumman's success is its diverse supply base. A diverse supply base creates an environment of inclusion and promotes innovation and creativity. Ultimately, it reflects and strengthens the communities we live and work in and makes the world a safer place.



THE VALUE OF PERFORMANCE.

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Externalities and Corporate Support for Minority Business Education

Economists have a concept called “externalities.” Externalities come in two forms, positive externalities and negative externalities. In general, an externality is defined as occurring when the actions of one person/organization/company provide a benefit (positive) or impose a cost (negative) to another person/organization/company, and the beneficiary does not compensate the provider of the benefit or the company imposing the cost does not compensate the person/organization/company harmed. The textbook examples of negative externalities include cases where a factory pollutes a river in the process of producing that poses uncompensated costs on fishing and recreation consumers and producers. Interestingly, economists consider externalities as an example of market failure because without intervention (regulation and or taxes) too much will be produced by the polluter. In effect, the producer is passing on cost to others who receive no direct benefit from the polluter. If the polluter paid for the full social cost of their activity, they would either mitigate the pollution or simply produce less. All negative externalities involve a difference between private cost and social cost.



Dr. Fred McKinney, Ph.D.
Managing Director,
MBE Programs, Tuck School of
Business – Dartmouth College

All positive externalities involve a difference between private benefit and social benefit.

Positive externalities, instead of imposing uncompensated cost on other economic agents, provide benefits to others who do not have to pay for those benefits. In most economic interactions, the beneficiary pays the supplier of the benefit. If you want a new Chevy Malibu, you do not expect others to pay for it. And your consumption of that Chevy Malibu benefits you and has very little, if any, benefit to any other consumer. That is the way markets are supposed to work. Positive externalities are different.

Minority business education is an example of a positive externality. Clearly the recipient of a Tuck scholarship benefits without payment. (The logic of this article applies to all high-quality diverse education, not just to Tuck.) This is not the externality, because the provider of the scholarship receives a benefit from their charitable contribution. The externality here is what happens once the scholarship recipient completes their education. The positive externality is the benefit received by corporations and organizations who do not contribute to the education of our alumni. These corporations are known as “free riders.” They benefit but do not pay. What makes this problematic—and other positive externalities problematic—is that there is often no easy way for the provider of the benefit to get paid for the benefit received by the free rider. It is unrealistic for Tuck to charge corporate consumers a fee for the benefit of working with higher quality, more cost competitive diverse businesses who attended its programs.

The reason why this and other externalities are considered market failures is that market forces alone will not produce enough of the benefit that is the source of the externality. In this case, executive education of minority entrepreneurs will be under-produced despite the value received by corporations and recipients. Additionally, the value that is produced and supported by some corporations create free riders of other non-supportive corporations.

There are only a limited number of ways to deal with the free rider problem. One is public support for what is arguably

a “public” good. But we all know that public financing of minority business education is a tough (not impossible) sale. Another possible solution would be to ask corporate beneficiaries to contribute who do not currently support this work. The problem here is also the reason there is a problem in the first place – it is difficult, if not impossible, to identify who are the specific beneficiaries. For example, Wells Fargo provides support for diverse businesses who attend the Tuck program. These suppliers benefit other financial service companies. Which specific financial service companies benefit, and how much do they benefit from the improved quality of MBP alumni paid for by a donor? The fact of the matter is these corporate free riders, notice I am not pejoratively calling them free loaders, may not even be aware of the benefit they are receiving, or the source of that benefit. (A free loader would be aware of the benefit and would take active measures to avoid paying for the service received.)

Tuck relies on the support of corporations, Minority Business Program (MBP) alumni and others. Minority business executive education is an investment that requires the support of recipients and others. Corporations, alumni, government and others have supported the work we do at Tuck since the beginning of Minority Business Program in 1980 – the oldest academic-based minority entrepreneur executive education program. We are fortunate to have a growing number of supporters of our programs, and the reality is we need even more support to continue to provide the highest quality executive education for diverse entrepreneurs in the world.

The reason why more corporations should support our efforts is that MBP can and does improve the performance of our participants. Management matters. Leadership matters. Strategy matters. These and other business tools are sharpened at Tuck MBP. The benefits accrue to the participant, their employees, their communities, and importantly – to the corporate community who support this effort and even to those who do not. Corporations can address the market failure of not having enough minority business education, by supporting diverse businesses and programs.

When we work together, we grow together.



We're here to help. Learn more about Wells Fargo Supplier Diversity.

You believe in your business — and why not? You're making big plans and hitting exciting goals. We'd like to hear more about it.

We work to build relationships with innovative and growing companies owned by members of the business community. It's a win-win. We gain strong suppliers, and they enjoy new opportunities to expand and enhance their businesses. These partnerships also contribute to the economic vigor and cultural vibrancy of the places where we live and work. So our communities benefit most of all.

For more information, please contact the Wells Fargo Supplier Diversity team at [**supplierdiversity@wellsfargo.com**](mailto:supplierdiversity@wellsfargo.com).

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Together we'll go far



Equal Pay Would Cut Poverty Rate Among Children With Working Mothers by at Least Half in 14 U.S. States

WASHINGTON, D.C.

According to a statistical analysis of state data by the Institute for Women's Policy Research (IWPR), the poverty rate for children with a working mother would be cut by at least half in 14 U.S. states if women were paid the same as comparable male workers. Overall, the analysis finds that wage increases for working women would benefit 26 million children across the United States, and nationwide, equal pay for women would reduce their families' poverty rate by more than half. Poverty would be reduced in every state.

The impact of equal pay on child poverty is largest in Vermont, where equal pay would reduce the poverty rate of children with working mothers by three-quarters (75.6 percent). Also among the states seeing the largest impact on child poverty are Maryland (67.6 percent), Nebraska (64.4 percent), Massachusetts (64.4 percent) and Michigan (63.8 percent). In all but one state (Idaho), equal pay would reduce the poverty rate among children with working mothers by at least 30 percent.

"This analysis underscores how closing the gender wage gap is not only a women's issue, it's a family issue," said IWPR Study Director Jessica Milli, Ph.D., the principal researcher on the analysis. "For policymakers who want to get serious about addressing child poverty in their state, achieving equal pay for women should be central to their efforts."

AT&T Continues Support of Black Businesses as Sponsor of the 2017 Black Enterprise Entrepreneurs Summit in Houston

HOUSTON

Being a small business owner isn't easy and black entrepreneurs face unique challenges when becoming their own boss. There's the late-night fretting over financing, learning how to market a business, and so much more. Considering the impact black-owned businesses have on the overall economy, it's important to support their success. That's why AT&T is

proud to once again be a sponsor of the 2017 Black Enterprise Entrepreneurs Summit.

The May 17 to 20 event in Houston provided attendees opportunities to network with other entrepreneurs, hear from subject matter experts, and learn about the latest trends in technology and business. Registrants also checked out the latest AT&T Small Business Solutions and learned how certified diverse businesses can become an AT&T supplier.

Among the speakers was James Andrews, CEO of SMASHD Ventures and a former music executive, who highlighted trends in small business and tech and discussed their roles in our ever-evolving global economy as part of the "Spotting Trends and Opportunities in Tech" panel.



Detroit Students Build and Test 1965 Ford Daytona Coupe as Part of Ford Fund STEAM Education Learning Experience

DEARBORN

More than 50 Detroit high school students gathered Friday to unveil a unique class project – a 1965 Ford Daytona Coupe.

The assignment – in which students assembled a working vehicle from nearly 1,000 parts – is the culmination of a learning experience created by Ford Motor Company Fund, the philanthropic arm of Ford Motor Company, in collaboration with Detroit Public Schools Community District and Experience Aviation.

The hands-on project taught vital skills, and provided students an up-

close look at how science, technology, engineering, the arts and mathematics come together in a modern work environment, increasing awareness of technology-based career opportunities.

"Ford is proud to be a part of a collective effort to help Detroit Public School Community District students prepare for careers in STEAM," said Shawn Wilson, multicultural manager, Ford Motor Company Fund. "Students who are inspired to learn are better prepared to reach their full potential in academics and in life."



Utah Schools Receive Official State STEM Designation

SALT LAKE CITY

The Utah State Board of Education (USBE) recently approved eight public schools for the Utah STEM School Designation. This is the second group of schools to be selected since the program began last year.

USBE, in partnership with the Utah STEM Action Center, developed the Utah STEM Schools Designation program to better define and standardize the elements that create a comprehensive STEM learning environment for Utah students. The program furthers schools' opportunities to engage in STEM-related discussions with faculty and community partners and develop strong instruction for students to prepare them for college and careers. The

designation also serves as an indicator for members of the public who are looking for quality STEM school experiences in Utah K-12 education.

"We applaud the effort these schools – their teachers, students, parents and community partners – have put into STEM education," said Dr. Sydnee Dickson, State Superintendent of Public Instruction. "There are nearly 9 million STEM jobs in the nation now and 93 out of 100 of them pay above-average wages. Utah students who commit themselves to succeeding in STEM in school stand a better chance of economic success."



WIPP Report Showing Lack of Opportunity for Women in Government Contracting Prompts New Legislation

WASHINGTON, D.C.

In response to research from Women Impacting Public Policy (WIPP) and others revealing that women business owners are being shut out of large government contracts, U.S. Sens. Joni Ernst (R-IA) and Kirsten Gillibrand (D-NY) have introduced bipartisan legislation directing the Small Business Administration (SBA) to study the issue.

Under S. 1038, the SBA would address concerns that women-owned small business participation is underrepresented in multiple award contracts, the kind of contracts many federal agencies favor because they create a pre-approved list of businesses that can supply unlimited goods or services during a specified period, of up to 10 years.

The study also would examine the participation of all other socio-economic categories of small businesses, including service-disabled veteran-owned small businesses, those participating in the Historically Underutilized Business Zones (HUB-Zone) program and participants in the 8(a) program.

"We're thrilled that Sens. Ernst and Gillibrand have sponsored legislation aimed at helping women business owners get into the game and win some of the government's largest and most lucrative contracts," said WIPP President Jane Campbell. "This bipartisan legislation will help us fully understand the issue, which is the first step in finding a solution."

U.S. Chamber Foundation, Phillips 66 Join Forces to Connect Veterans with Careers in the Oil & Gas Industry

WASHINGTON, D.C.

The U.S. Chamber Foundation's Hiring Our Heroes program is joining forces with Phillips 66 on a series of initiatives to connect veterans to meaningful career opportunities with companies throughout the oil and gas industry.

In April, more than 85 industry, government, and veteran service organization representatives gathered for a roundtable discussion focused on the recruitment of veteran candidates and the retention of veteran talent. The roundtable, hosted by Phillips 66 at its Houston headquarters, was the first in a planned series of semi-annual oil and gas industry-focused gatherings.

"We were happy to host an event that brought together a blend of public and private partners including representatives from state and local veteran associations, trade associations and industry leaders," said Jonathan Rosenberg, manager of talent planning and acquisition at Phillips 66. "This is more than just Phillips 66 hiring veterans. This is about coming together to foster a collaborative environment that promotes education, tools, and knowledge on how best to hire veterans in our industry."



Delta's Diversity and Inclusion Council sponsors Emerging 100 Leaders Awards

ATLANTA

Delta's Diversity and Inclusion Council recently sponsored the Emerging 100 Leaders Awards and Sponsorship Gala of Atlanta held at the Delta Flight Museum. The event highlighted several remarkable students who were being honored for their perseverance and achievement for academic excellence in the face of adversity.

Eric Phillips, Delta's Senior Vice President – Pricing and Revenue Management and Chair of Delta's Diversity and Inclusion Council, provided opening remarks for the event.

"On behalf of Delta employees worldwide, we honor you and are proud of you," he said.

During the event, Delta presented a scholarship to Eric Corbett for his many notable achievements.

Phillips noted that Corbett has overcome great adversity on his road to graduating from Carver Early College. He is the president of the student body and of Esquires, Inc., where he tutors elementary school students.



Jobs for Americans: A Lesson from Germany

NEW YORK

The good news: The unemployment rate has dropped below 5 percent. But this doesn't mean all is well with the U.S. labor market. More and more, we hear of employers who are struggling to fill open positions — which raises the question: What steps should we be taking to build a talent pipeline that will expand opportunity and drive competitiveness? One answer comes from the example of Germany, a country where a combination of policy and practice helps to align the needs of employers with the skills of workers.

More than half of all the unfilled positions in the U.S. are so-called middle-skill jobs, meaning they require a high school diploma and some post-secondary education but not a four-year college degree. Many of these



middle-skill jobs are both high-tech and professional positions, and more important, many of them pay well. Because of the lack of qualified candidates though, they take twice as long to fill—40 days instead of the average 20.

Pennsylvania Awards Contract to Conduct First-Ever Disparity Study on Small Diverse Businesses in State Government Contracting

HARRISBURG, PA.

Pennsylvania Department of General Services Deputy Secretary for Diversity, Inclusion and Small Business Opportunities Kerry L. Kirkland recently announced that BBC Research & Consulting (Browne, Bortz & Coddington) of Denver, Colo., has been awarded the contract to conduct Pennsylvania's first-ever comprehensive disparity study on small diverse businesses in state government contracting.

"This is groundbreaking territory for the Commonwealth of Pennsylvania," Kirkland said. "Under the leadership of Gov. Tom Wolf, we are strengthening our ability to assist small and small diverse businesses in overcoming the challenges they face in being successful — not only in state contracting, but the overall economy. Now we can look forward to the completion of the dis-

parity study and use it to further our efforts to reduce, and eventually eliminate, the barriers facing our small diverse businesses as it pertains to the state contracting process."

Small diverse businesses are those businesses owned by minorities, women, veterans, disabled veterans, individuals with disabilities, and members of the LGBT community.

BBC Research & Consulting will be charged with delivering a comprehensive and legally supportable statewide disparity study that will serve as an empirical basis for determining the extent to which small diverse businesses face discrimination in the state contracting process. The commonwealth will then determine what race, gender, disabled, LGBT, and/or veteran measures should be used to remedy issues raised in the study.

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or email us at supplierdiversity@wal-mart.com

DME LEVERAGES DIVERSITY & RELATIONSHIP BUILDING FOR **BIG SUCCESS**

DME is certified as a service-disabled veteran and woman-owned business. By leveraging diversity status, creativity and relationship building, DME turned a single opportunity into a multi-faceted, multi-million dollar business.

BY VALERIE GOMEZ

Chelsea Derrah is the “D” in DME, a company selling office supplies, copy paper, medical-surgical supplies and equipment, and laboratory solutions that include pharmaceuticals and over-the-counter products to corporate and government customers. Partnering with mentor P.D. Morrison in 2009, Derrah was the owner and CEO and doing business with Office Depot by 2010, a remarkable achievement for a small diverse-owned business.

Her determination to succeed and her ability to build business relationships are a reflection of her U.S. Army experience and her womanhood. The result: A multi-million dollar enterprise with large corporate and government customers, and a future of continued growth and success.

SEIZING THE FIRST OPPORTUNITY

It usually takes a small diverse-owned business years to land a big corporate customer, but that does not describe DME. Within a year of starting the business, Derrah and her partner negotiated a business contract with Office Depot to supply 30 percent recycled private-label copy paper. Acting as a distributor, DME purchased the paper from Domtar, a Canadian-based company with U.S. manufacturing facilities. Derrah's entrepreneurial partner, P.D. Morrison, had

already established relationships with Office Depot and Domtar when he learned Office Depot needed to add the element of service-disabled veteran, and DME was born.

"Once DME was formed, we amped up our infrastructure so we were compliant with Office Depot's EDI system which automates purchase orders, invoicing and advance shipment notices," explains Derrah.

The first year, DME had \$40 million of recycled paper sales to Office Depot. The second year, sales slowed when the paper industry implemented green initiatives and paper use declined, and Office Depot bought Office Max which led to more changes.



**"ONCE DME WAS
FORMED, WE
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WE WERE COMPLIANT
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DEPOT'S EDI SYSTEM
WHICH AUTOMATES
PURCHASE ORDERS,
INVOICING AND
ADVANCE SHIPMENT
NOTICES."**



CHELSEA DERRAH

CEO at Derrah Morrison Enterprises, LLC

Sales decreased by \$10 million as a result of these factors, but Derrah saw that as an opportunity to leverage the experience with Office Depot and expand into sales of medical-surgical supplies and lab equipment. DME also added more direct business with Office Depot Military stores that are located on military bases across the continental U.S. as well as off-shore.

NEVER LET A GOOD OPPORTUNITY GO BY

It is typical of Derrah to seize opportunities as they appear.

"We established a relationship with McKesson Medical-Surgical as one of our main suppliers, as well as Thermo Fisher Scientific and other smaller manufacturers that were willing to work with service-disabled veteran or woman-owned small business resellers in order to sell to the federal government," Derrah said.

The Kingdomware Technologies Supreme Court Case decision helped also. It confirmed the Department of Veteran Affairs must award contracts to small businesses owned and controlled by veterans, if two or more veteran-owned businesses submit offers.

The court also said that the VA must purchase supplies under the same circumstances, even if they are available on the GSA schedule. DME seized the decision as a business opportunity and began supplying the VA, NASA, the Depart-



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Mesh/Fabric Multifunction
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Item # 195469



Nance Industries - Versatile Commercial Carpet Tiles
Item # 387866



ReStor-It™ Furniture Touch Up Kit
Item # 753208



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ment of the Interior, the Department of Forestry, and first responders. DME was morphed from a paper distributor model into a business model in which the company sells directly to end users as a Tier 1 supplier.

SMALL BUSINESSES BRING BIG ADVANTAGES

The question is: Why would a company the size of Office Depot buy from DME, a distributor, rather than buy directly from the manufacturer.

"Office Depot understands the importance of adding small businesses to the supply chain," says Derrah. "Working with Domtar, we have kept the price relatively the same as the price Office Depot would pay, if buying directly. More importantly, Office Depot saw the veterans returning from Iraq and Afghanistan and wanted to become more veteran focused." The federal government wants large corporations to utilize small businesses because it is small businesses that are the innovators, economic stimulators and job creators.

Derrah has parlayed DME's minority status into a strong business, but she also believes that her company brings crucial solutions to the table.

"From my perspective, when you are dealing with a large corporation like Office Depot, there can be a lot of disconnect between the folks that work in diversity and the actual merchants, the buyers, and the sales team. So I think that small businesses like DME have some power to connect the dots," says Derrah. She also brings her knowledge and experience in dealing with federal government agencies.

DME has built an infrastructure that can support scalability, making managed growth possible. The business can support any size and volume of distribution, whether it involves paperclips or MRI machines. Derrah has developed business relationships with manufacturers and other distributors who can drop ship. In fact, Derrah believes her ability to develop business relationships and to provide high quality customer service has been crucial to success.

"Customers know they can call me 24 hours a day and ask about the status of a shipment," Derrah says. Her main frustration is not having control of the entire supply chain because her ability to meet customer needs is dependent on manufac-



DME's CEO Chelsea Derrah networking at a WBENC luncheon in New Orleans with fellow diverse vendors and corporate partners, Carmen Deale (Office Depot), Lynn Pilato (Managing Partner at Mammoth Office Products) and Kerry Brennan Bertram (CEO of Stride)

turers shipping on time and to the correct location.

A WOMAN'S TOUCH

Derrah is appreciative of the experience and push that Office Depot gave her company. For many years, Office Depot was the largest "egg in the basket." They remain the most important one but are no longer the only one.

Her goal now is to bring new ideas to Office Depot. One is to combine opportunities that are currently separated. Derrah elaborates by saying, "For example, I want to bring what I know about the VA and their needs and connect that to Office Depot to determine how we can work together. We can grow and succeed together, building relationships from those opportunities."

One of the interesting perspectives Derrah offers is that it may be her emotional connection in business relationships unique to her womanhood. It is a subject often discussed among business consultants: How are women different from men in their approaches and perspectives in the business environment? Women are only recently freely and publicly discussing this topic.

"Office Depot has been my baby. I am not sure that if I was not a woman that I

would be where I am today," she says. Such honesty is immensely refreshing.

RIGHT RELATIONSHIPS AT THE RIGHT TIME

Derrah's advice to other veteran-owned and service disabled veteran-owned businesses is also honest.

"Sometimes it comes down to being in the right place at the right time," she says, going on to explain that business owners cannot be afraid to call people and ask questions, and they must do deep research on opportunities.

DME shares its success by giving back to the community. The company is an active partner with the Texas School for the Deaf and regularly donates to veteran charities. It is not surprising because they are other types of positive relationships.

Carmen Deale is the program manager for Diversity Tier 2 Merchandising at Office Depot/Office Max. Asked which qualities DME possesses that are most relevant to other businesses that may want to do business with her company, the answer is "relationships."

"Derrah has developed a solid relationship with Office Depot and often brings fresh new ideas," Deale says. It is how small and large businesses thrive today.

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LEVELING THE LEADERSHIP PLAYING FIELD FOR WOMEN OF COLOR

BY SHANIQUA THOMAS





The challenges women of color in leadership positions face are daunting because most are based in conscious and unconscious biases which are difficult to root out. The solutions include bias training and executives willing to let the women talk.

There are more women of color in business leadership positions than ever before, and studies have proven they bring new perspectives and ideas that flow right to the bottom line. Yet, conscious and unconscious biases continue to hold them back from fully participating on leadership teams or contributing to their organizations.

Stereotyping like the “angry black woman” and biases like “a white woman or man could do a better job” remain deeply embedded in many businesses, forcing women of color to find ways to succeed without alienating others in the organization. It is a tightrope walked daily simply because they violate the stereotypes that executives and peers hold on to as to what a business leader should look like and how the person should act.

Rooting out the biases begins with recognition of the problem followed by developing and implementing strategies that systematically address and overcome them.

BIASES AND STEREOTYPING TIMES THREE IN BUSINESS

The American Association of University Women (AAUW) researched the status of women in leadership, reporting the results in “Barriers and Bias.” The study found that women are much less likely than men to reach leadership positions in business, universities, state legislatures, unions, and religious institutions.

According to the study, of the people in executive positions, 2 percent are black women, 1 percent are Hispanic women, 1 percent are Asian-American, and less than 1 percent are women of other racial and ethnic groups. The women who reach these positions are held up as role models, yet they continue to face a number of challenges that are mostly due to bias and stereotyping. Persistent sex discrimination affects all female leaders to some degree, but women of color are dealt a triple dose of discrimina-

tion based on sex, race and ethnicity.

One of the common challenges women of color leaders face is based on two stereotypes. One says that masculine traits, like aggression and willingness to engage in conflict, are needed for effective leadership. The other says women should not act like men.

Women of color have another layer of bias to contend with – stereotyping of race and ethnicity. For example, Latin women are stereotyped as loud, outgoing and lacking seriousness (and always have an accent.) Asian women are humble and unwilling to speak up at meetings. Black women are angry and overly assertive. It is not difficult to imagine the responses the women of color elicit from the traditional white male leader when they are assertive, intelligent, and willing to present

“ PERSISTENT SEX DISCRIMINATION AFFECTS ALL FEMALE LEADERS TO SOME DEGREE, BUT WOMEN OF COLOR ARE DEALT A TRIPLE DOSE OF DISCRIMINATION BASED ON SEX, RACE AND ETHNICITY. ”

and logically defend their perspectives and ideas. In many cases, they continue to be viewed as threats to the status quo.

JUST BECAUSE YOU ARE DIFFERENT THAN ME

Women of color face more complex challenges than white women in identifying the basis of the biases. A white woman can say the discrimination is gender based or based on sexual preference. Bias distorts the view as to the ability of the woman to manage the job responsibilities.

Research has shown that women who are members of racial minorities face negative stereotyping first around their identity. A woman of color facing bias must decide if it is based on gender, race, ethnicity, sexual preference or some combination. The complex biases get them excluded from critical meetings, interrupted when presenting new ideas, unfair work assessments, and unrealistic work expectations. These are the outward expressions of this bias.

Another challenge is overcoming stereotyping of “black” or “Latin” or “Asian.” For example, black women may identify as African-American, Caribbean, or African, and their backgrounds influence their communication and leadership styles. Yet all women of color must display leadership ability while conforming to white European American standards for the black, Latin, or Asian prototype. This



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creates a terrible dissonance for the women of color and within the organization.

ACTION AND NOT TIME

The AAUW makes the important point that action and not time can address the challenges. Organizations are becoming more aware of the role of bias in holding back the full participation of women of color leaders.

One approach to giving the women the full leadership voice they earned is to address the expression of bias in leadership training. Corporate America's executive and senior management ranks are still mostly older white men who may not even be aware they harbor the biases.

Two types of training are structured free recall, in which participants consider the positive and negative attributes of people to avoid generalizations, and source monitoring, in which participants focus on true remembered judgments

rather than their gut feelings. Male leaders are simply acting like aggressive, competent managers when interrupting a woman of color who is presenting a new idea or thought. The aggressive behavior is expected and often admired. The AAUW reports that studies have found that gender and race influence how others interpret a person's behaviors, such as self-promotion and assertive language. For example, Latinas who are assertive

are seen as emotional or angry when they are not.

Organizations are also instituting practices to fully integrate women of color into the leadership network and process. That includes ensuring they attend key meetings and are allowed to freely speak, creating work partnerships of white male and woman of color as equal partners, and including women in business socialization opportunities.

Of course, the business culture is crucial. Bias should be eliminated when selecting project leaders, assigning responsibilities, and measuring performance.

Women of color in leadership face complex challenges in fulfilling their roles. They are leaders who must persevere, and sometimes that means politely saying when interrupted, "Please, I will finish presenting my thoughts in their entirety, and then I will be happy to hear your reflections."

“ ORGANIZATIONS ARE BECOMING MORE AWARE OF THE ROLE OF BIAS IN HOLDING BACK THE FULL PARTICIPATION OF WOMEN OF COLOR LEADERS. ”



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PUSHING PROGRESS FOR WBES WITH MEASURES AND ACCOUNTABILITY

Corporations are working to increase the utilization of women-owned business enterprises as suppliers. A variety of measures and accountability policies are key to maintaining forward momentum.

BY GERALD DONALD

As corporations gain a better understanding of the many benefits supplier diversity conveys, they are formalizing the process for measuring and accounting for progress. For Women Business Enterprises (WBEs), the supplier diversity programs offer a pathway to growth, market access and network building. The corporations benefit financially by incorporating WBEs in their supply chain, adding diverse perspectives, greater supply chain flexibility and increased market penetration.

To ensure WBEs are given real opportunities to join corporate supply chains and the corporation is getting the maximum benefits, it is important to put measures in place that track progress and to hold corporate managers accountable for keeping momentum going.

UNDERSTANDING BARRIERS TO DETERMINE BEST MEASURES

Corporate leaders may agree in principle that giving opportunities to WBEs is important, but many small to medium-sized woman-owned businesses get lost in the crowd, so to speak.

They do not get corporate contracting opportunities because of restrictions built

THE NWBC FOUND THAT THE PRIMARY BARRIER FOR WBES IS "...LACK OF CONTACTS WITH DECISION-MAKERS, CLOSELY FOLLOWED BY THE LACK OF RELATIONSHIPS WITH ACTUAL BUYERS."

into the sourcing programs for the sake of efficiency. The programs are designed for large Tier 1 suppliers who already know how to manage corporate contracts. Measuring total spend by type of diverse supplier will not inform business leaders of the barriers WBEs face in trying to enter the supply chain. It is one reason supplier diversity programs stall, and the supply chain ends up lacking real diversity.

The National Women's Business Council (NWBC) addressed the barriers WBEs face, as perceived by WBEs, in a December 2016 report, "Supply and Demand Perspectives on Women's Participation in Corporate Supplier Diversity Programs." The report contains a wealth

of information on the difficulties WBEs encounter in their attempts to enter corporate supply chains. Even if fortunate enough to land a contract, there are barriers to developing working relationships with corporate decision-makers and getting the development support needed to grow their businesses.

Understanding the barriers helps with development of measures and accountability.

FIRST METRIC: NUMBER OF INTRODUCTIONS BUSINESS

Total WBE spend is an important measure, but it does not provide near enough information. It does not tell corporate leaders if qualified WBEs are being excluded because of policies and procedures, lack of development programs, or lack of opportunities to interact with buyers.

The NWBC found that the primary barrier for WBEs is "...lack of contacts with decision-makers, closely followed by the lack of relationships with actual buyers." WBEs want to participate in programs that give them introductions to decision-makers and were less interested in mentorship training or educational programs.



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WBEs is getting that “first chance” as a small company. If managers never give the WBE the first chance, the WBE will obviously not be doing business with the company. Are the reasons for not giving small WBEs valid? Accountability can answer questions like that.

DME is a WBE, and its owner and CEO Chelsea Derrah said, “I can’t tell you how many relationships I have with manufacturers and distributors like myself because one day I decided to get brave and just call them up and ask. Sometimes they say no, you are just a small company in Austin, Texas. Many times they say yes, and we start slow with one or two orders a year. It transitions me into new opportunities.”

Other barriers included Tier 2 programs that lack visibility, so WBEs are not aware of opportunities; requiring references which leaves out new businesses; and lack of public information on services their supplier diversity programs offer.

Corporations need to make changes to their supplier diversity initiatives in order to increase participation of WBEs, and to establish a set of measures to become an integral component to keep the effort on track. The metrics of most value depend on the status of the supplier diversity program, but they should reflect effort and results and can guide supplier diversity program improvements.

For example, if participation of WBEs is low, the entire program needs work. A measure that would address the WBE’s top barrier is the number of WBEs getting one-on-one time with decision-makers. How many introductions do female business owners get?

Measures should drill down to provide information that can be used to attract more WBEs and help them develop technical capacity, joint ventures, and networks, or find Tier 2 opportunities. Measures can discover departments or units where WBEs are underutilized, or if global, locations where WBEs are excluded. How many WBEs have joined the



ONE OF THE COMMON CHALLENGES FOR WBEs IS GETTING THAT “FIRST CHANCE” AS A SMALL COMPANY.

online portal, and did the supplier diversity team contact them to assess status and to set up face-to-face meetings with decision-makers? How many community organizations were contacted? What is the ratio of WBEs to total suppliers and other diverse suppliers? Are goals and objectives set, and do measures show how much progress has been made? Is the WBE segment benchmarked?

MAKING HONEST AND TRANSPARENT EFFORT

Accountability is critical to progress. Managers should be held accountable for performance. For example, departments that always exclude WBEs from final consideration are probably not giving WBEs real consideration. An increasing number of corporations hold managers responsible by setting performance goals that are tied to compensation.

One of the common challenges for

One of the reasons corporations give for not using more diverse suppliers is lack of supplier capacity. However, if more companies gave WBEs the opportunity to start small as a supplier and developed a relationship with the supplier to help them grow, more WBEs would be corporate suppliers.

Supplier diversity programs have been somewhat generic up to this point. The metrics are not correctly designed to focus on specific company areas needing improvement. They report on spend by diverse supplier or supplier performance, such as on-time order fulfillments. They tend not to report on things like relationships developed with WBE suppliers, and the results of those relationships, like supplier revenue growth or increased capacity.

Refining the metrics based on meeting goals, combined with manager accountability, will surely drive progress.



Inclusion inspires innovation. To find out how to become an Apple supplier, contact supplierdiversity@apple.com.

FEMALE SUPPLIERS BRING ESSENTIAL QUALITIES TO CORPORATE CLIENTS

The business environment has transformed into one where networking and collaboration skills are essential, and environmental sustainability and social consciousness must be core corporate values. Female suppliers can bring the right values and focus to strengthen the corporate client's supply chain performance.

BY BETTY ARMSTRONG

Corporate sourcing professionals have a lot more to consider today than simply getting the lowest price for goods and services. Their customers expect the products to be produced with environmental sustainability, fair labor practices, and community health in mind. For a company to stay competitive, it must also be good at innovation and creative thinking.

With globalization and technology came broader and more intense competition, and a networked diversified marketplace, challenging corporations to address new market needs. Suppliers have become the key links to the marketplace, so it is important to work with diverse suppliers run by transformational leaders who are innovative, have similar core values, and can bring a deep understanding of new markets.

Female entrepreneurs offer these advantages and more, but male corporate leaders must adapt to their unique leadership styles in order to get maximum value from the business relationships.



COLLABORATION AND RELATIONSHIPS

The number of Women-Owned businesses (WBEs) are on the rise. American Express issued the "The 2016 State of Women-Owned Businesses Report" that estimated there were 11.3 million WBEs employing close to 9 million people in the U.S. Between 2007 and 2016, the number of WBEs increased by 45 percent, while the total number of all businesses grew by 9 percent.

Despite these impressive numbers, many WBEs remain small businesses

with the implication being they are not getting opportunities for major growth. There are many reasons, but one is that corporate executives are still hesitant about working with female entrepreneurs because they have unique leadership styles compared to male leaders. Whereas men concentrate on processes and systems, women concentrate on collaboration and relationships.

When McKinsey & Company analyzed men versus women leadership behaviors, the women used five of the nine leadership behaviors that were found to

improve organizational performance. The behaviors are people development, role model, inspiration, participative decision making, and inspiration. Men used individualistic decision making, and control and corrective action leadership be-



haviors more frequently than women.

Ensia, a non-profit research entity, considered the behaviors of women at the top from a different perspective. Research found that women in high positions shift the conversation towards environmental sustainability, social consciousness and governance responsibility. Female entrepreneurs focus on the bottom line, people, the environment and accountability.

Looking at the market, today's consumers are much more concerned about issues like social responsibility and en-

vironmental sustainability, and many choose products based on those concerns. Corporate sourcing and procurement professionals are at the heart of the company's ability to meet consumer preferences and to support the organization's core values.

Just one poor choice of a supplier for the supply chain can harm the corporate reputation. A good choice can add innovation and environmental, social, and governance strength to the supply chain and thus to the corporation. Decision-makers need to select suppliers based on more



RESEARCH OVER THE YEARS HAS SHOWN AGAIN AND AGAIN THAT WOMEN ARE MORE LIKELY TO BE TRANSFORMATIONAL, CHALLENGING THE STATUS QUO OF SYSTEMS AND PROCESSES.

than price. They need suppliers who are environmentally and socially conscious and have embedded the corporation's core values in their businesses, providing greater assurance products and services will meet consumer requirements. Businesses owned by entrepreneurial women are more likely to fulfill corporate needs in today's business environment.

IT IS ALL ABOUT PEOPLE

A lot has been written about the differences between male and female leadership behaviors. There are two types of leaders – transactional and transformational.

Research over the years has shown again and again that women are more likely to be transformational, challenging the status quo of systems and processes. They emphasize people, collaboration, and relationships. They value cooperation, teamwork, and hold themselves accountable for the outcomes of their businesses. In the past, female leaders

were expected to adopt male leadership behaviors, often getting criticized once they did. Today there is growing appreciation that female leadership behaviors are more appropriate than the transactional behaviors adopted by most male leaders.

Female suppliers are quickly becoming a driving force in the U.S. economy, but they can only contribute maximum value if corporate leaders learn to adapt to, and take advantage of, their capabilities and leadership styles. For example, female entrepreneurs are relationship builders and collaborators. To get the benefit of their creative approaches and new perspectives, female suppliers should be given opportunities like meeting face-to-face with decision-makers and participating in brainstorming sessions where they can freely express their ideas and present new perspectives.

Supplier relationship management programs are very likely to be effective with female suppliers, once they are in the supply chain. Women are resourceful, recognize opportunities, and are good at developing the relationships needed to get results. While supplier portals are useful for getting suppliers into the line of sight for potential contracting opportunities, they are not relationship-building venues.

MEETING IN THE MIDDLE

The importance of collaboration, engagement and networking to female suppliers should guide corporate executives. For this reason, corporations should measure the engagement variations in terms of supplier gender.

Women must navigate a corporate structure, system, and environment that was developed by and for men. Up to this point, women have been expected to adapt their leadership styles to match the typical male leadership style, rather than corporate leaders adapt to the women. This has led to continued exclusion and lost opportunities.

As women increasingly demonstrate that their leadership styles can be more effective and productive in today's business environment, corporate executives and procurement professionals are recognizing the real value of what female suppliers can bring to the table. Now it is time to bring the two leadership styles together for a win-win.

2017

TOP 25

WOMEN IN POWER

IMPACTING

DIVERSITY



2017 TOP 25 WOMEN IN POWER IMPACTING DIVERSITY PURSUE A VISION OF INCLUSIVENESS

Driving progress in Diversity & Inclusion requires strong leadership, well-defined strategies, and successful relationship building. The Women in Power Impacting Diversity bring these success elements and much more to their organizations.

DiversityPlus Magazine is honored to once again to showcase the Top 25 Women in Power Impacting Diversity. They are professionals who have broken through glass ceilings during their careers and now use their positions to promote equal opportunities for diverse suppliers in the strong belief that Diversity and Inclusion (D&I) at every level is critical to organizations that want to remain competitive well into the future.

Supplier diversity programs are getting more sophisticated, reflecting the increasing importance of diversity in the supply chain and to business success. The diversity professionals named as the Top 25 Women in Power hold prominent, high-level positions in their organizations, but they realize they cannot build strong supplier diversity programs alone. In reading the nomination responses, a common theme emerged. Supplier diversity program building requires embedding an appreciation and accountability for diversity in organizational processes, and developing internal and external relationships that cultivate potential, qualified suppliers.

Embedding supplier diversity in organizational processes is only possible if executives are willing to listen to the business case for diversity, support the efforts of the diversity specialists, promote an organization-wide culture of Diversity and Inclusion, and hold decision-makers throughout the organization accountable for diversity in their units. This is a big agenda the women took on with great passion because they each have a vision for their organization that is focused on developing equal opportunities for diverse suppliers. The challenge for many is finding diverse suppliers with the capacity and capabilities to manage large corporate contracts. For too long, many MWBEs were shut out of the procurement processes through various barriers like lack of access to capital, and did not have growth opportunities. For this reason, the Women in Power Impacting Diversity developed programs that are built on a foundation of relationship building and providing opportunities to diverse suppliers interested in increasing capacity and doing large contracts.

The past year's strategies for building supplier

relationships were different from prior years in several ways. There is a definite movement toward offering more intense development opportunities. They include one-on-one mentoring, holding invitation-only supplier events, cultivating potential suppliers, and one-on-one introduction meetings between suppliers and sourcing professionals. The Women in Power are intentional about giving diverse suppliers what they need to succeed, including giving them access to intellectual assets and accelerating payment terms. The women diversity specialists are also adamant that setting cross-functional corporate goals and holding managers accountable for making progress toward goals are necessary steps in any company that is serious about expanding diversity in the supply chain. The female developed strong communication systems, too, holding regular meetings with sourcing category teams, developing tools that increase interactions with suppliers, and developing teams of diversity champions and diversity ambassadors as advocates.

There were three additional trends noted during the nomination review process. Once trend is increasing use of data and data analytics to track progress toward goals. Targets are set, reports are generated, dashboards are made available, and performance reviews include goal measurements. The second trend is the leveraging of Supplier diversity programs to improve environmental and social sustainability. Blending supplier diversity with sustainability is an efficient and productive strategy that leads to new supplier opportunities.

The third trend is one of the most interesting. Bias can easily creep into supply chain decisions just like it does in the talent management processes. To eliminate the bias, Leann Thompson at Cargill developed a pre-read template for sourcing category teams attending supplier introduction meetings and Concetta Savovich at Abbott uses a supplier review tool to help level the playing field.

The bios of the Top 25 Women in Power Impacting Diversity are brief, but they are filled with innovative ideas that other companies can use or adapt. The women chosen as awardees use very different approaches to growing supplier diversity and are happy to discuss their strategies with anyone who is interested in getting more detailed information. This is an opportunity for organizational leaders to connect with the best-of-the-best in supplier diversity and join the effort to develop an inclusive corporate ecosystem.

AARP

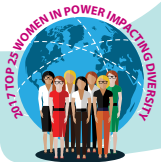


KIMBERLY MARCUS

Director of Supplier Diversity

**Success in many respects
can be attributed to
the innovation and
performance of small
and diverse owned
businesses.**

— *Kimberly Marcus*



Kimberly Marcus is Redefining Supplier Diversity at AARP

Kimberly Marcus, Director of Supplier Diversity for AARP, believes the organization can only remain relevant by ensuring its staff, membership, and supply base reflect the diversity of its members. She is a passionate supporter of diverse businesses, focusing her attention on encouraging colleagues to prioritize supplier diversity through interactions with the supplier diversity team on a regular basis. Kimberly has initiated new procedures such as accelerated payment terms for the small and diverse supply base, a process for identifying the highest probable opportunities, and ensuring the inclusion of qualified diverse suppliers in the bid process.

Kimberly brought deep corporate and non-profit experience to AARP. She was a presidential appointee for the Department of Commerce; appointed to serve as the Associate Director for the Office of Legislative, Education & Intergovernmental Affairs at the MBDA; and was the National African American Outreach Director for the Democratic National Committee. She is applying her expertise in communications, public affairs, external relationships, outreach, research, and policy development to redefine the AARP supplier diversity program as a critical component of the social mission organization's success.



SUPPLIER DIVERSITY INCLUSION MAKES US STRONGER

At AARP, we believe in the power of diversity. Choosing to engage diverse entrepreneurs for our business needs is a way to add value and perspective to our programs at AARP, as well as to live out our mission of championing positive social change. Small and diverse businesses are a tremendous source of innovation and ideas.

Learn more and get to know us at www.aarp.org/about-aarp/supplier-diversity/



Kimberly Marcus
Director, Supplier Diversity
AARP

Congratulations, Kimberly, on being named one of the Top 25 Women in Power Impacting Diversity.

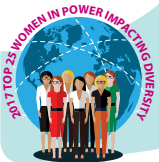
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CONCETTA SAVOVICH
Senior Director, Supplier
Development and Diversity

When it comes to diversity my philosophy is "Education, Communication and Inclusion." I believe that a successful program is dependent on having these three tenants as a foundation.

— *Concetta Savovich*



Concetta Savovich Elevates Abbott's Diverse Business Enterprises

Concetta Savovich is the Senior Director, Supplier Development and Diversity for Abbott Global Procurement. She has implemented many initiatives to reflect a maturing supplier diversity program. One is a mentorship program entered into with a diverse supplier to identify new and innovative opportunities to drive efficiencies and supply chain synergies. Concetta raises awareness of supplier diversity through regular communication with the Global Operations Council to engage senior management, revamped the Tier 2 program by using automated data collection from prime suppliers, and publishing a dashboard containing government goals and organizational targets.

Concetta developed a team of diversity champions from each Abbott division and major spend category to oversee, monitor, and track diverse spend. Diverse suppliers are showcased at monthly champion meetings. She believes in regular communication and education of internal groups, and oversaw the creation of a Supplier Diversity Governance Council. Concetta initiated the partnership of Abbott Supplier Diversity and an Abbott key customer supplier diversity program to present opportunities at diversity workshops. She also implemented a real-time, online supplier review tool to measure internal satisfaction levels.



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Anthem



BRENDA BURKE
Staff Vice President of
Supplier Diversity

**"Do not go where the
path may lead. Go
instead where there is no
path and leave a trail."**


— Ralph Waldo Emerson



Anthem's Brenda Burke Builds Executive Support for Supplier Diversity

Brenda Burke is the Staff Vice President of Supplier Diversity at Anthem. In her role she builds strategic relationships with key diverse suppliers and serves as the ambassador for external constituencies. She has brought enormous success to the supplier diversity program which has experienced 2,403 percent growth since the program's inception in 2005. She works closely with the executive team to develop strategic initiatives, goals, and internal support across functions for the supplier diversity program.

One of the key strategies bringing success is the linking of supplier diversity initiatives with corporate objectives. Brenda has demonstrated the value of supplier diversity in growing revenues, brand recognition, positive public perception, community relationships, and subject-matter expertise. She has the full support of the top management team which has provided the resources and enabled her to fully participate in advocacy organizations. Just recently, Anthem's executive vice president & chief financial officer signed on as a supplier diversity executive sponsor. This was a major step in the continued growth and expanded support of the supplier diversity program and initiatives.



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At Anthem, Inc., we recognize the importance of diversity. We are committed to being a valuable member of the communities in which we live and operate. Diversity in our supplier base is an important part of that commitment. A wide range of suppliers is needed to support our business operations.

Through our Supplier Diversity Program, we are dedicated to diversifying our supplier base to include minority-owned, women-owned, service disabled veteran-owned and veteran-owned, LGBT (Lesbian, Gay, Bi-Sexual, Transgender)-owned and persons with a disability-owned business wherever possible. We actively work to include diverse suppliers in every bidding opportunity. Year-over-year, Anthem has exceeded its goal and spend. Since its inception in 2005, the Program has grown by over 2,403 percent.

“Supplier diversity is an important part of our strategy and reflects our commitment to the diversity of our more than 40 million members nationwide. By actively seeking out a diverse pool of suppliers, we create an environment where the best ideas, products, and solutions rise to the top. This continued effort of committing to diversity creates more affordable products and services, strengthens our connection to the local communities we serve, and empowers our members to lead healthier lives.”

Joseph Swedish
Chairman, President and Chief Executive Officer

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JESSICA GEMMELL
Supplier Diversity Program Lead

**"Be the change you wish
to see in the world."**
— *Mahatma Gandhi*



Becton Dickinson's Jessica Gemmell Further Integrates Supplier Diversity into Procurement Strategy

Jessica Gemmell is the Supplier Diversity Program Lead for Becton Dickinson and Co. (BD). She has been instrumental in integrating the supplier diversity program into the company's procurement strategy. Over the last year, Jessica has managed to not only leverage, but also create a seamless collaboration among the Bidding & Contracting Center of Excellence, category groups and supplier diversity to expand and strengthen support for further inclusion of small and diverse suppliers into BD's supply chain. This has laid the foundation for maintaining and cultivating BD's relationships with diverse suppliers in the future.

Jessica attributes the success of BD's Supplier diversity program to these types of departmental relationships. She also actively works to foster collaborative partnerships across departments to garner support to achieve BD's overall diversity goals. The relationship building approach instills unity among peers and highlights the importance of inclusion and diversity in everything the organization does. She sits on the OPEN Associate Resource Group (ARG) leadership team, BD's ARG promoting open inclusion and advocacy for LGBTQ persons, and advocates internally, and in the communities BD serves, for increased diversity awareness. Through these efforts, Jessica has witnessed a difference in the diverse communities of operation.



THE DIFFERENCE OF **ONE** COMPANY

SUPPORTED BY A DIVERSE SUPPLIER NETWORK. BD works with a diverse network of worldwide suppliers in our mission to advance human health. Our Supplier Diversity program features businesses owned by individuals from underrepresented groups, including veterans, women, LGBT and persons with disabilities. BD procurement teams continually search for competitive sources to help us improve systems and deliver cost-efficiencies, bringing a direct and measurable benefit both to BD and the communities and stakeholders that we serve. Through these diverse partnerships, we can ensure a reliable supply chain to our customers, as well as advanced facilities, resources and tools to our staff. Whatever the need for critical commodities and strategic services, BD procurement adheres to the same high standards of governance, compliance and inclusiveness. **Discover the new BD.**

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BD

Advancing the
world of health

CVS Health



MONETTE KNAPIK

Director of Strategic Procurement

"Leadership is not about titles, positions or flowcharts. It is about one life influencing another."

— John C. Maxwell



Monette Knapik Uses Outreach to Grow CVS Health Supplier Program

Monette Knapik is the Director of Strategic Procurement for CVS Health. Under her direction, spend with small and diverse suppliers for Tier 1 and Tier II exceeded \$2 billion in 2016, enabling the company to join the prestigious Billion Dollar Roundtable. She attributes the strong commitment of executive leaders to her success in integrating supplier diversity initiatives into the overall corporate business plan.

Monette has implemented a number of supplier development and capacity building initiatives that continue to evolve. The Executive Learning Series for Diverse Suppliers builds leadership skills needed to secure contracts with large businesses. The full-day event includes general information sessions and one-on-one meetings with suppliers and purchasing decision-makers in the construction area. The supplier outreach initiatives include the Construction business building events that seek diverse prime and subcontractors, and provides training on developing capabilities statements. Monette's team also hosts the "Partnering for Success" program that seeks diverse suppliers in the finance, legal, IT, and merchandising categories. The program includes workshops and one-on-one meetings with CVS Health decision-makers.

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- Building Strong Communications

DENSO



LASHELLE HAMILTON
Purchasing Supervisor

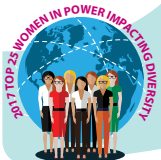
Lashelle Hamilton Builds Supplier Diversity through Outreach and Mentoring

Lashelle Hamilton is Purchasing Supervisor of Indirect Materials for DENSO's Maryville and Athens, Tenn., facilities, and Supplier Diversity Coordinator for DENSO's southern facilities. Under her guidance, the Supplier Diversity Initiative has significantly expanded, growing by 72 percent over the past few years. Lashelle accomplished this by expanding outreach efforts such as attending customer and industry driven diversity events. She also worked closely with direct material associates and developed a deeper engagement with local Chambers of Commerce to develop superior suppliers. Lashelle has strengthened the program at every staffing level with the full support of top executives and praises them for providing the resources necessary to succeed.

Another key strategy that Lashelle has used to grow the Supplier Diversity Initiative is mentoring of diverse suppliers to improve their quality, cost, and delivery performance. Suppliers who successfully complete the mentoring program gain an increased number of opportunities for additional business with DENSO affiliates across the country. Currently, 25 percent of DENSO's diverse suppliers are supporting multiple affiliates across North America.

"The minute you settle for less than you deserve, you get even less than you settled for."

— Maureen Dowd





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Ericsson



ANISHA JACKSON
Supplier Diversity Manager

"There's is room in this world for beauty to be Diverse."

— *Lupita Nyong'o*



Anisha Jackson Builds Sustainable Networks at Ericsson

Anisha Jackson is the Supplier Diversity Manager for Ericsson in Regional North America. She is a proven corporate leader in relationship building and is using her experience to expand Ericsson's utilization of minority, women, and disabled veteran businesses in the supply chain. Anisha has focused on team building to grow the supplier diversity program, building support throughout the organization and ensuring strategic alignment of supplier diversity and organizational goals.

Anisha applied best practices to continually grow and expand the supplier diversity program including establishing a mentorship program and offering workshops and seminars. She developed a "Best in Class" annual Supplier Diversity Matchmaker event that provides diverse suppliers direct access to opportunities to partner with Ericsson's sourcing team, customers, and prime suppliers. The event also provides networking opportunities and gives suppliers the ability to link to the entire Ericsson organization. Anisha and her team use a two-tier reporting portal to strengthen supplier networks and provide greater access in pursuit of Ericsson's vision of a networked society where every person is empowered to reach their full potential.



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TARA SPANN
Global Economic Inclusion &
Supplier Diversity

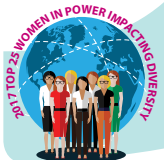
Merck's Tara Spann Expands Supplier Diversity with Strategic Alliances

Tara Spann is the Director, Global Economic Inclusion & Supplier Diversity at Merck. She has worked to expand the pharmaceutical company's supplier diversity program strategies, processes and outreach efforts. She supports Merck's commitment of providing the greatest number of opportunities to diverse suppliers in recognition that economic inclusion and supplier diversity brings a competitive advantage and economic growth. Tara brought deep experience to Merck having previously worked with Bristol-Myers Squibb, developing international strategies and overseeing the integration of supplier diversity and inclusion into the strategic category management process. She led an enterprise-wide transformation.

While at Staples Inc., Tara increased top line sales from \$100,000 to \$325,000 million. She accomplished this by creating diverse strategic alliances. At Staples, she also had responsibilities that extended to workforce diversity and inclusion for the North America salesforce. Prior to her role at Staples, Tara served as senior software licensing negotiator at Harvard University. She was also the contract manager of Harvard University's procurement management department where she managed the minority procurement program, government compliance regulations, audits for purchasing, and the implementation of strategic vendor alliances.

There's a difference between interest and commitment. When you're interested in doing something, you do it only when it's convenient; when you're committed to something, you accept no excuses - only results.

— *Kenneth Blanchard, PhD.*





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For more information on Merck's Supplier Diversity Program, please visit merck.com/supplierdiversity
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Southern Company

Glenda Thomas Grows Southern Company's Community Presence



GLENDATHOMAS
Supplier Relations &
Diversity Manager

**"Live life vibrantly
but creating vibes of
inclusiveness, passion and
excellence in all you do."**

— *Glenda S. Thomas*

Glenda Thomas is the Supplier Relations & Diversity Manager for the Alabama Power, a Southern Company. Under her leadership, she has significantly grown the supplier diversity program in all the core business areas of power generation, transmission, and distribution. Glenda has worked to increase the company's presence in the communities that serve the Southeast region in the U.S., holding information sessions to engage diverse suppliers. She also assists diverse suppliers with business development, helping them with key areas like succession planning, innovation, utility best practices, and project management. She implemented a business education series for small businesses to help them build and sustain the back office while performing required work.

Glenda also facilitates business-to-business mentoring and oversees a mentoring program that aligns a supplier with at least two mentors. The mentors work with suppliers to help them be more effective in aligning with Alabama Power Company's culture. She believes "straight talk" between Alabama Power Company managers and suppliers is critical to improved communications, decreases potential conflicts and misunderstandings, improves customer relationships, and grows supplier self-awareness.



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ESTRELLA CRAMER

Corporate Supplier Diversity Director

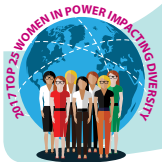
Estrella Cramer Builds Strong UPS Supplier Diversity Program with Mentorships

Estrella Cramer is the Corporate Supplier Diversity Director at UPS. She is also the Chairperson of the UPS Asian Business Resource Community Connections Committee. She has been instrumental in evolving the formal Supplier Diversity Working Group's relationship with the UPS Diversity Steering Council. She attributes the supplier diversity program's success to a strong top down approach coupled with an enthusiastic bottom up buy-in. The council is comprised of representatives from different business units and functions. Executive support has led to the inclusion of diverse suppliers in all relevant RFP/Bids.

Estrella also manages the UPS supplier diversity mentoring program. The mentoring program is designed to help diverse businesses through education with the refinement and improvement of their business processes so they may gain a competitive edge with the goal of increasing opportunities to win corporate contracts. The program includes one-on-one sessions. Estrella actively mentors employees through her role as committee chairperson with the UPS Business Resource Group. Employee mentoring develops participant skills and knowledge so they can eventually take on greater responsibilities.

"Wit lies in recognizing the resemblance among things which differ and the difference between things which are alike."

— *Madame de Stael*





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PAULA FRANK
Director of Supplier Diversity

ADP

Paula Frank Transforms ADP's Supplier Diversity Program

Paula Frank launched a transformational strategy that grew supplier diversity spend by 36 percent year-over-year in her first full fiscal year as the Director of Supplier Diversity for ADP. She has focused on assisting top performing diverse suppliers in securing new business at ADP. Paula initiated best practices that include a mix of increasing engagements in hard to penetrate purchasing categories, supplier mentorships, and improving program communications. She also worked with prime suppliers to increase tier 2 spend. Paula's team partners with the Global Procurement Supplier Diversity Advocacy Group to drive engagement through purchasing decisions.

Top-down support for the supplier diversity program has been instrumental in the program's success. Paula oversaw the 2016 ADP sponsored supplier diversity summit in which ADP's chief financial officer, the division vice president of human resources, the chief procurement officer, and other top executives participated. She also developed an IT information session at which suppliers will hear from a panel of ADP IT leaders. Paula believes high quality communication is key to helping diverse suppliers secure new ADP business.

Favorite Quote: *I've done my job if I can help affect change by helping diverse suppliers "get to the table" and close deals. — Paula Frank*



ROSE HATCHER
Director of Supplier Diversity

Aetna

Rose Hatcher Cultivates Current and Potential Diverse Suppliers

As the Director of Supplier Diversity at Aetna, Rose Hatcher works to develop and grow relationships with current diverse vendors in order to identify and act on expanded opportunities. She cultivates relationships with potential diverse suppliers so they are prepared to do business with Aetna when the appropriate opportunities arise. This proves to be an excellent strategy for steady growth in the supplier diversity program. Working with senior management, annual targets are set for the enterprise and at the business area levels that are inclusive of both Tier 1 and Tier 2.

Rose utilizes a number of key best practices to ensure supplier diversity thrives. She works directly with the centralized category and supply management team to strengthen process and policy on inclusion. Rose also worked to update RFP and contracting language and developed a category level report to increase visibility to diverse opportunities and retention of current successfully performing diverse suppliers. Rose also expanded the Tier 2 program. She renewed focus on enterprise wide training and awareness that includes participation in onboarding processes and mandated technology based training for Aetna's buyers.

Favorite Quote: *"Diversity is being invited to the party; inclusion is being asked to dance."*

— Verna Myers



JINUS MOGHBELI
Supplier Diversity
Liaison Officer

Amgen

Jinus Moghbeli Embeds Supplier Diversity in Amgen Operations

Jinus Moghbeli is the Supplier Diversity Liaison Officer at Amgen and also heads the Supplier Sustainability and Sourcing Compliance programs. She has been instrumental in developing an effective communication process that emphasizes the importance of supplier diversity to all functions. With executive management's support and sponsorship, Jinus has obtained the commitment of all functions to provide opportunities to small and diverse suppliers any time they are sourcing. Her success in gaining top down support for the supplier diversity program has been critical to growing the diverse supply chain in the global Human Therapeutics company in an industry where companies still struggle to find diverse suppliers who have the appropriate capacity to supply a global company.

Jinus implemented a number of specific initiatives to shape Amgen's supplier diversity program. She incorporated supplier diversity expectations and targets into the existing sourcing and procurement processes. They include the RFP and contracting systems. Jinus also established a successful onboarding process that is effective in making sure that anyone who does sourcing considers and provides real opportunities to diverse suppliers.

Favorite Quote: *"The art of thinking independently, together." — Malcolm Forbes*





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JESSICA TURNER
U.S. Supplier Diversity
Manager/Procurement

BMO

BMO Harris Bank's Jessica Turner Led the Way in Implementing Supplier Diversity Strategic Plan

In her position as U.S. Supplier Diversity Manager, Jessica Turner led the way in implementing BMO Harris Bank's U.S. supplier diversity strategic plan, focused on best practice principles that align BMO Harris Bank to market leading supplier diversity programs. The three-year plan sets aggressive goals and tactical objectives for the program and has gained support from senior leaders. Key stakeholders helped shape the plan's vision adding a shared accountability for supplier diversity deliverables and progress.

Jessica also supported the development of BMO's first corporate commitment statement and internal facing supplier diversity website. She initiated the reinvigoration and broadening of the Supplier Diversity Advisory Council in the U.S., and has grown the supplier diversity program by challenging the status quo and tackling opportunities with innovation. Jessica's many contributions to the supplier diversity program are aligned with her values and life experiences. Jessica believes that diverse suppliers should have opportunities to compete for business with organizations like BMO Harris Bank, and in doing so, supply chains are strengthened when diversity is added into the supplier mix.

Favorite Quote: "Fairness does not mean everyone gets the same. Fairness means everyone gets what they need." — Rick Riordan, *The Red Pyramid*



LEANN THOMPSON
Supplier Diversity Manager

Cargill

Cargill's LeAnn Thompson Builds Success Through Centralization

LeAnn Thompson is the Supplier Diversity Manager at Cargill and is responsible for increasing the alignment and coordination of supplier diversity goals among Cargill Businesses and Functions. Her approach to growing the supplier diversity program centers on centralizing processes, like adding procurement buyers to the supplier diversity function. This enables her team to reach a larger base within Cargill. With the support of senior leaders, LeAnn made supplier diversity one of the pillars in Cargill's center of expertise within strategic sourcing and procurement.

There are a number of initiatives LeAnn has developed and implemented to increase diverse supplier participation. One is the hosting of category specific one-on-one introduction meetings with the sourcing category teams. Included in the process is the requirement that each supplier complete an in-depth template that provides information about the business. LeAnn worked with sourcing leaders to create the template. The dedicated meetings give suppliers a chance to share their story, and ask and answer questions. Suppliers eligible for the one-on-one meetings have been vetted and attend match-making sessions.

Favorite Quote: "Desire is the key to motivation, but it's determination and commitment to an unrelenting pursuit of your goal - a commitment to excellence - that will enable you to attain the success you seek." — Mario Andretti



DWAN ARMSTRONG
Lead, Supplier Diversity
Organization

The Clorox Company

Dwan Armstrong Quadruples Diverse Supplier Spend at Clorox

Dwan Armstrong leads the Supplier Diversity Organization for the Clorox Company. She is a pioneer in supplier diversity with over 17 years of experience in the diversity space and 27 years of experience in supply chain management. Under her direction in the past few years, Clorox has more than quadrupled the amount of spend with diverse suppliers and more than doubled the number of diverse suppliers Clorox does business with. As a result of the Supplier Diversity Initiative, the number of diverse suppliers that Clorox procures over a \$1 million in goods and services from has tripled.

Dwan also implemented a Tier 2 Diversity Initiative that has generated an additional annual spend of \$50 million. She attributes much of the success of supplier diversity to organization-wide support, from the CEO to buyers. The suppliers are given equal access to opportunities. In return, Clorox gains insights and perspectives on consumer preferences and needs. Dwan considers diverse suppliers to be partners with Clorox and key to long-term corporate sustainability.

Favorite Quote: "If your presence doesn't make an impact, your absence doesn't make a difference!" — Trey Smith



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JENNIFER ALLISON
Vice President, Supply Chain Sustainability

Dell

Dell's Jennifer Allison Relies on Strong Accountability Measures for Success

Jennifer Allison is Dell's VP, Supply Chain Sustainability. Her team has successfully grown the supplier diversity program spending billions with diverse businesses annually and gaining membership to the Billion Dollar Roundtable since 2009. With full support from the top, her team implemented a Global Supplier Diversity Steering Committee so that accountability is established at all levels of the organization. Spend goals are set for all executives, champions, and extended team members based on the sourcing strategy.

Goals are monitored through monthly meetings and progress and risks communicated broadly. Jennifer also taps into the Dell Women's Entrepreneur Network to provide suppliers with networking opportunities, technology, and sources of funding.

Their Global Ambassador program extends sourcing opportunities for diverse businesses outside the U.S. and a supplier development program helps suppliers find expanded opportunities within Dell and build capabilities. The Dell team recognizes that its customers come from every nation and culture and make sure that all aspects of their business reflect that same diversity.

Favorite Quote: "...In all areas of the human existence, what we put into this world, we get back from it." — *Jim Rohn*



SUSAN STENTZ
Supplier Diversity Specialist

ExxonMobil

ExxonMobil's Susan Stentz is a Pioneering Leader in Supplier Diversity

Susan Stentz is a Supplier Diversity Specialist at ExxonMobil and has been actively involved in the company's supplier diversity initiative for 30 years. She has been a long-time leader in advancing supplier diversity and is a founding member and past chair of the Women's Business Enterprise Council South. Susan has grown the supplier diversity program through increased engagement with corporate buyers and decision-makers, including those writing agreements. She has also helped with doubling the number of advocates from procurement organizations in all areas of the business to support efforts to find opportunities for diverse suppliers.

An exciting approach to supplier diversity has been its inclusion as a component of the Global Sustainable Procurement Group. ExxonMobil has implemented a robust process to recognize opportunities in supplier diversity by broadening the perspective of the corporate decision-makers. The corporate team has access to a unique platform that educates managers on supplier diversity and its importance to ExxonMobil. The company is dedicated to developing a strong diverse supply chain that benefits the businesses and communities of operation.

Favorite Quote: "Be the change you wish to see in the world." — *Mahatma Gandhi*



RENEE JONES
Director, Supply Chain Development, Supplier Diversity Development

Ford

Renee Jones Connects Ford's Opportunities and Diverse Suppliers

Renee Jones is the Director, Supply Chain Development for the Ford Motor Company including Supplier Diversity Development. She has led the efforts to grow the Supplier Diversity Development Program, including monitoring progress in meeting spend goals for accountability. Supplier diversity metrics are reviewed quarterly during the corporate business plan review meetings, chaired by the CEO and attended by top senior executives. The success of the program is attributed to inclusion of supplier diversity in performance metrics for procurement personnel, attendance of top management at supplier diversity events, and senior leaders serving on boards for diversity advocacy organizations.

Ford recognizes the importance of sourcing diverse suppliers and of building capacity in these suppliers. The corporate philosophy is that everyone benefits when all businesses are given an opportunity to fairly compete. Renee works closely with Ford's Joint Technology Framework Program which is dedicated to enhancing the technical capacity and sustainability of M/V/WBEs through access to intellectual assets, such as patented ideas and support from Ford subject matter experts. JTF projects help suppliers enhance their business model and brand image in the marketplace.

Favorite Quote: "Having a diverse supply base is an important part of Ford Motor Company's commitment to make people's lives better by changing the way the world moves..., we in turn empower the communities we aim to serve." — *Renee Jones*





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SANDRA HARPER
Supplier Diversity/Supply
Chain Sustainability Manager

Humana

Humana's Sandra Harper Blends Supplier Diversity with Sustainability

Sandra Harper is the Supplier Diversity/Supply Chain Sustainability Manager for Humana, Inc. Her dual role enables her to build internal advocacy connections and to support external advocacy organizations. Outreach efforts internally and externally have built strong support on an organization-wide basis while increasing competitiveness and creativity through interactions with diverse suppliers. Sandra has overseen the "Walk N Talk" initiative in which suppliers meet with potential corporate buyers at an annual diversity event while enjoying productive and healthy walks together. In blending supplier diversity and sustainability, Humana contracted with a diverse business to oversee the first pallet recycling project at one of their pharmacy distribution locations.

Sandra has led Humana in other achievements, such as developing good faith inclusion measures for corporate procurement teams and internal sourcing groups. Sandra's team has instituted processes that make it easier for procurement professionals to access diverse businesses, including providing initial registration guidance and sourcing directories. She also worked with a third-party organization to automate and expand the Tier II program to include more top prime suppliers in the diversity effort.

Favorite Quote: "If you can't fly then run, if you can't run then walk, if you can't walk then crawl, but whatever you do you have to keep moving forward." — *Dr. Martin Luther King, Jr.*



VALERIE COYAZO
Manager, Supplier Diversity

KCP&L (Kansas City Power and Light Company)

Valerie Coyazo Shines the Light on Supplier Diversity

As the Manager, Supplier Diversity at Kansas City Power & Light, Valerie Coyazo first focused on increasing organizational awareness of supplier diversity. She developed internal training for employees titled "Introduction to Supplier Diversity" which shares information about the program and the community economic development impact. Valerie also managed the addition of a mentoring program and scorecards for measuring performance of key managers. Contract language has been added to require/promote the utilization of diverse suppliers, and goals and non-performance penalties were set.

One of the supplier diversity program's star achievements is the Light Source Mentoring Program. Valerie manages the program, serves as the liaison between senior level leadership and mentoring activities, and mentors new supplier diversity managers. The Light Source program pairs a diverse supplier with a KPC&L executive and assigns a procurement advocate who ensures the supplier is included in the bid process. The program graduates have succeeded beyond expectations, growing in a down economy, hiring more people, and contributing to community economic development. The program has been adopted by the Greater Kansas City Chamber of Commerce.

Favorite Quote: "Diversity is not about how we differ. Diversity is about embracing one another's uniqueness." — *Valerie Coyazo*



BEVERLY NORMAN-COOPER
Executive Director of National
Supplier Diversity

Kaiser Permanente

Beverly Norman-Cooper at Kaiser-Permanente Makes Supplier Spend Count

In 2014, Kaiser Permanente became the first healthcare organization to join the Billion Dollar Roundtable. Ever since, Beverly Norman-Cooper, Executive Director of National Supplier Diversity at Kaiser Permanente, has looked for ways to advance that innovative thinking by striving to optimize her program's spend so that it supports small business growth; drives job creation; and makes a positive economic impact on the communities where people live, work, and thrive.

Beverly is adamant that supplier diversity is not just about counting spend, but making spend count. Her team uses data to analyze and measure the impact of spend decisions on communities, in the form of jobs and tax revenues. Beverly relies on data to measure the economic impact of that spend in support of KP's Total Health Agenda, which recognizes that health is more than healthcare, and poverty, economic insecurity and other socio-economic determinants of health are more critical to good health than the clinical care people receive.

Favorite Quote: "In all my work, I try to say - 'You may be given a load of sour lemons, why not try to make a dozen lemon meringue pies?'" — *Maya Angelou*





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+ SHIRELLE MAGEE
Supplier Diversity Manager

Nielsen

Nielsen's Shirelle Magee Strengthens Supplier Team Relationships

As Supplier Diversity Manager, Shirelle Magee has called upon her progressive experience to expand supplier diversity at Nielsen. The expansion of their team gave her an opportunity to implement a variety of strategies. One is engaging more C-suite executives as speakers and collaborators in the supplier diversity program to promote the value of supplier diversity and to increase corporate associates' interest in purchasing from local and global businesses. Executive support has been critical to growing the program.

Shirelle has focused on building relationships between the supplier diversity team, category buyers, diverse suppliers and other key employees. This year she is committed to traveling to key Nielsen U.S. offices for group discussions to better understand the growing and changing IT, property management and purchasing needs. This creates an environment where open, honest conversations identifies local challenges and potentially new buying opportunities that can be matched to a list of local diverse suppliers. Her collaborative efforts help keep supplier diversity at the forefront and substantially improve the company's Tier 1 and Tier 2 spend.

Favorite Quote: "Listen to understand over listening to reply." — *Shirelle Magee*



+ ELLEN JAMESON
Director, Supplier Diversity

Pfizer

Pfizer's Ellen Jameson Builds Diverse Supplier Relationships

As Director of Supplier Diversity, Ellen Jameson works closely with Global Procurement colleagues on Pfizer's Supplier Diversity Council to advance supplier diversity domestically and globally. Her focus is on developing quality relationships with diverse suppliers through one-on-one mentoring and to not just concentrate on numbers. She believes this approach develops supplier diversity ambassadors who are embedded in the global organization.

One of the innovative approaches to relationship building that Ellen has implemented is organizing invitation-only events at Pfizer based on specific needs and opportunities. This personalized approach ensures that diverse suppliers spend quality time with specific procurement contacts to discuss capabilities and opportunities. Her goal is for Pfizer to develop long-term, sustainable relationships with small and diverse suppliers.

Favorite Quote: "It always seems impossible until it's done." — *Nelson Mandela*



+ LASHEIA STRONG
Program Services Manager,
Supplier Diversity

Vizient

Vizient's LaSheia Strong Brings Greater Visibility to Supplier Diversity Program

LaSheia Strong is the Program Services Manager of Supplier Diversity for Vizient, Inc. She is focused on bringing greater visibility of the supplier diversity program to member hospitals in order to increase procurement opportunities for contracted suppliers. LaSheia has been instrumental in supporting the expansion of category offerings to include travel management services, IT consulting services, and data services software leading to robust growth of the supplier diversity program.

LaSheia has also helped shape the development of the pillars of the supplier diversity program that provide a base for rapid but steady growth in contracted vendors. The pillars are mentoring and enrichment, fostering collaboration, and maximizing opportunities. Each addresses specific audiences with strategic initiatives and forecasted ROI. LaSheia also works to develop more collaborative partnerships with Vizient's member hospitals and contracted diverse suppliers to expand opportunities. She is active in several supplier diversity groups including the NMSDC, WBENC, and Vizient's Supplier Diversity Advisory Council.

Favorite Quote: "I know there is strength in the differences between us. I know there is comfort, where we overlap." — *Ani DiFranco*





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MONSANTO



TURNING TO PEOPLE WITH DISABILITIES TO REDUCE TURNOVER

BY KAREN WHITE

Keeping some positions filled is proving to be a difficult challenge for businesses. They are positions on both ends of the skills continuum – high-skilled and entry-level jobs. There is enormous demand for people with high skill levels, and people in entry-level positions are usually looking for jobs with career opportunities.

Businesses with these types of positions may have a partial solution close to home – hiring people with disabilities. Companies continue to struggle with overcoming unconscious bias and misconceptions about people with disabilities, harming their talent management efforts and creating continued barriers to the employment of people with disabilities.

DISPELLING THE MYTHS

The biases against people with disabilities reads like a list of myths. There are few people with disabilities able to assume highly skilled positions. The disabled are not as productive as the non-disabled, thus increase labor costs. People with disabilities will have to take frequent leave time due to medical issues; require expensive accommodations; and are not interested in a career, so investing training money does not make sense.

Of course, one of the facts is that people with disabilities often make people uncomfortable because Americans frequently do not know how to interact with them. They still talk loudly when talking to a blind person and do not know whether to provide assistance with doors to people in wheelchairs. It is easier to avoid the disabled than to overcome the biases.

These biases are keeping highly qualified people with disabilities out of the job market when businesses are struggling to reduce turnover in certain positions that include high-skilled

Some positions experience high turnover for one of two reasons: competition makes it difficult to keep highly skilled labor or the job is entry level and employees move on to other positions. One solution is close to home: hire and retain people with disabilities who are ready for employment opportunities.



and entry-level positions. The biases lead employers to believe that people with disabilities are not qualified for the high-skilled jobs and will cost too much in low-skilled jobs due to accommodations and lower productivity.

Northrup Grumman, Starbucks and AT&T are just three companies that would beg to differ with these perspectives. All three corporations have strong programs to attract and retain disabled workers in high-end skilled and hourly positions. Ernst & Young hires people with disabilities for technical positions because they bring new perspectives, have well-honed problem solving skills, are highly adaptable in environments where change is ongoing, and increase morale and engagement in the workforce.

TIME TO PAINT A NEW PICTURE

Here is a surprising fact: Arthur Young chose to start an accounting business – Ernst & Young – when unable to successfully practice law because he had low vision and was deaf. Today, there are over 21 million working-age people with disabilities, and the unemployment rate is rising instead of declining. Despite the lead of companies that have proven the benefits of hiring and retaining people with disabilities, the statistics continue to paint a disappointing picture.

The most recent numbers indicate, as of 2015, that 34 percent of working age (18-64) people with disabilities are employed compared to 76.0 percent for people without disabilities. The employment gap has widened over the last eight years from 38.8 to 41.1 percent. The median earnings of people with disabilities over the age of 16 was \$21,572, compared to \$31,874 for people without disabilities. The disparity gap in earnings grew during the 2013-2015 period.

The numbers are frustrating because so many people with disabilities are looking for skilled work or any work that offers a career path. Report after report says there is an urgent demand for qualified job candidates across all industries but not enough qualified people applying.

The Bureau of Labor Statistics employment numbers for 2015 show that no matter what education level was achieved, persons with a disability were much less likely to be employed compared to the non-disabled.

ABILITIES OF PEOPLE WITH DISABILITIES ARE UNDISCOVERED

Bias and lack of knowledge about the abilities of people with disabilities is preventing millions of people from getting jobs they are qualified to manage. There are many subtle barriers to employment.

For example, a company has an online application that a sight-impaired person can complete with assistive devices, but the company does not include the contact information for Human Resources personnel so the person is unable to get help completing the offline part of the application process. Companies interview people with disabilities but never hire them. Businesses may hire the disabled in low end jobs but never give them opportuni-

DESPITE THE LEAD OF COMPANIES THAT HAVE PROVEN THE BENEFITS OF HIRING AND RETAINING PEOPLE WITH DISABILITIES, THE STATISTICS CONTINUE TO PAINT A DISAPPOINTING PICTURE.



ties to advance.

People with disabilities have a record of excellent job performance, high retention rates, critical thinking skills, excellent ability to adapt to fluid situations, and the ability to connect businesses with new markets. Employers frustrated with high turnover rates in certain positions are likely overlooking a key source of job applicants – people with disabilities.

There is a growing number of sources for finding qualified people with disabilities. One of the largest is the Job Accommodation Network, operated by the U.S. Department of Labor to facilitate the employment and retention of people with disabilities. State vocational offices are good sources, and there are many private employment agencies serving people with disabilities, like abilityJOBS.

CHANGING PERSPECTIVES

However, employers need to change their perspectives and realize that people with disabilities are also attending the nation's colleges and universities. A common recommendation made to employers searching for highly skilled diverse job applicants, especially for STEM positions, is to partner with educational facilities. The same process can be used to attract people with disabilities.

Higher education institutions have approximately 11 percent of undergraduates reporting a disability per the National Center for Education Statistics. Most facilities now have support services for people with disabilities and are always ready to partner with potential employers.

To change the employment statistics of people with disabilities and reduce turnover, employers need to eliminate bias in the recruitment and retention process, strengthen a culture of inclusion, dispel myths, and change perspectives.

Instead of thinking that hiring the disabled is "the right thing to do," employers should be asking, "What people with disabilities can bring the workplace?" The answer in this case is the right skills and lower turnover.

IBM DEVELOPS TRANSFORMATIONAL LEADERS WITH TRANSFORMATIONAL PROCESSES

Being able to identify potential leaders and develop them into transformational leaders is a necessity for any business that wants to achieve sustainability. IBM has developed a unique manager system that focuses on processes and results rather than control.

BY DAVE DESOUSA

Businesses are struggling to adapt to the new order in which change is constant and the traditional Human Resources processes and talent management systems are not a good fit any longer. This is especially true as the younger generations enter and mature in the workforce. They are not functioning well in systems that rely on top-down control and power-oriented approaches in which leadership development is reserved for a select few.

IBM decided to develop a new system that would identify and develop transformational leaders who are collaborative and outcomes-oriented, holding executives accountable to deliver results. The new system is based in technology, design thinking and continuous learning, focusing on the alignment of leadership development with strategic goals and results. The company also puts the focus on developing leaders who have the skills and behaviors the company needs to succeed.

ALIGNING LEADERSHIP DEVELOPMENT WITH STRATEGIC GOALS OF THE BUSINESS'

Technology and globalization have forever changed the business environment, but companies are discovering their leadership development processes have not kept up with the times. The result: Executives and managers are relying on the traditional command-and-control system to manage employees who want job autonomy, an understanding of how their work helps the company remain sustainable, and opportunities for relevant development. A Forbes study found that 77 percent of employees report experienc-

ing stress because of the management styles of the people they answer to.

IBM decided to tackle the issue, realizing that simply investing in leadership development is not adequate. It must be the right kind of leadership development in which employees with high leadership potential are discovered early in their careers, all leaders are developed to create alignment with strategic goals, and development is ongoing.

The focus of leadership development changed from developing and managing products to customizing the leadership development process so that each leader developed the skills and behaviors IBM identified as the ones exceptional leaders possessed and needed to succeed.

LEADING INTO THE FUTURE

To identify the skills and behaviors, IBM turned to data and data analytics. Rigorous research led to the development of a set of 11 key skills and behaviors, based on IBM's processes and needs, that are used as benchmarks to keep leadership development on track. The IBM Transformational Leadership Framework (TLF) customizes the leadership development process for potential and existing leaders. The dynamic and fluid process develops managers and executives who are agile and collaborative, and ready to lead into the future.

The TLF is a unique leadership development program that delivers employee training designed to develop the 11 skills and behaviors of exceptional leaders. The company developed an open, single-point-of-access portal that all employees can access. Program content includes activities that train employees to manage in dynamic situations that include rapid project turnarounds, increasing cultural diversity in the workplace, cross border partnerships, and of course, near constant competitive changes.

The system delivers feedback so participants can measure results against the desired skills and behaviors, helping people evolve as leaders. The two exceptional characteristics of this system is that it customizes training based on what each employee needs, recognizing people have strengths and weaknesses, and the skills and behaviors can be changed in response to business environment changes.

ACHIEVING RESULTS WITH DESIGN THINKING

The critical change in focus was from managing products to managing toward outcomes. This required a change in the metrics used to measure progress.

Instead of measuring activities, the metrics measure results. Quantitative and qualitative



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We believe in creating opportunities for people to succeed – in our products, in our workplace, and among our suppliers. For that reason, we are strongly committed to supplier diversity, including seeking certified minority, woman, service-disabled veteran, and veteran owned business enterprises from which to purchase competitively priced quality goods and services.

Together with our suppliers, we are continuously innovating to lower the cost of technology, making it accessible to all and showing leadership in supporting the communities in which we work and live.

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IBM CONSIDERS EVERY EMPLOYEE TO BE A LEADER WHICH IS WHY THE PORTAL IS OPEN TO THE ENTIRE WORKFORCE. THIS ENCOURAGES PEOPLE WHO MIGHT GET OVERLOOKED OTHERWISE TO JOIN THE LEADERSHIP DEVELOPMENT PROCESS.

metrics are used. For example, a metric may measure whether a manager was able to beat competitors in taking advantage of new opportunities. IBM's metrics focus on successfully meeting customer needs and quickly recognizing new opportunities. The metrics are an element of experiential leadership development.

IBM employs what it calls Design Thinking to help project team leaders align the teams' work with user needs. Design thinking has three keys: Hills, Playbacks and Sponsor Users.

The process moves the team from idea to outcomes, no matter how it is organized. Hills are statements of intent which are outcomes or goals. The team is purposely not told how to achieve outcomes so that team members are free to use new perspectives and develop innovative ideas. There is no single path to reaching goals.

Playbacks in the Design Thinking process is a process in which stakeholders are brought into the team process at various points in order to exchange feedback, point out misalignments, and measure progress. It is periodic input from non-team members to help keep the process on track.

Sponsor Users are real-world users who contribute their particular expertise as needed. This key in the Design Thinking process helps the team keep the project in touch with the real world of users. This approach links project work to the real world and also develops the skills and behaviors that IBM needs to remain competitive.

EXECUTIVE ACCOUNTABILITY

Executives were trained first in the new leadership development process so they could lead by example. Executives are also held accountable for their participation in the leadership development process. For example, leadership development and high potential employees are discussed at executive quarterly meetings. Top leaders understand they must take ownership of the leadership development process and participate in keeping the process aligned with strategic goals.

Though the IBM leadership development process seems complex, it reflects the need for businesses to always be ready to adapt to change. The company wants to engage employees and create a workforce where everyone is focused and mindful of their effort and goals.

IBM considers every employee to be a leader which is why the portal is open to the entire workforce. This encourages people who might get overlooked otherwise to join the leadership development process.

All businesses that expect to succeed well into the future should adopt the IBM perspective that leadership development needs to be customized to the person and aligned with the business strategic goals.

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Veterans must find a way to transition into civilian life as productive citizens. Many call upon their entrepreneurial spirit and start businesses with the goal of entering government and corporate supply chains.

BRINGING ENTREPRENEURIAL VETERANS INTO THE SUPPLY CHAIN

Every year thousands return home or leave the military and find themselves asking, "What's next?" They are getting help from government agencies and corporations that are offering high quality entrepreneurship training and opportunities to meet corporate decision-makers. These opportunities are important to all veterans and service-disabled veterans (SDVs) interested in succeeding in the business world.

Knowing the veterans are motivated to succeed and have critical skill sets, it is important to maintain a strong corporate effort to actively seek and utilize the veteran and SDV-owned businesses. Companies are getting familiar with the resources offered to veteran entrepreneurs and developing supplier processes that specifically speak to the unique needs of veterans.

KNOWING WHERE TO GO

The military does things differently compared to the civilian sector, and that extends to activities like procurement and contract negotiations. Fortunately, there is a wealth of entrepreneurial training resources available today that are designed to give the veterans and SDVs consider-

ing entrepreneurship the information needed to make the transition from military employment to civilian business ownership. Corporations can outreach to veterans and service-disabled veterans (SDVs) who have completed any of these programs to actively recruit suppliers for their supply chains.

One of the largest set of available programs is through the U.S. Small Business Administration (SBA). As an example, there is Boots to Business which is a two-step program with part one, "Introduction to Entrepreneurship," offered online or at military institutions to active military, and part two offered online as the "Foundations of Entrepreneurship" once the service member returns home. Similar training is offered to all veterans through the "Boots to Business-Reboot." There are several programs that help veterans access capital and learn to successfully compete for government contracts.

The SBA's Office of Veterans Business Development has Veterans Business Outreach Centers, the Veteran Institute for Procurement, Women Veterans Igniting the Spirit of Entrepreneurship, Entrepreneurship Boot Camp for Veterans with Disabilities, and the SCORE Business Mentor,

BY ROYSTON ARCH

to name a few. The SCORE (acronym for Service Corps of Retired Executives) association is a non-profit association of thousands of business counselors who volunteer to serve as advisors, mentors and counselors.

DEVELOPING SUPPLIER PROCESSES FOR VETPRENEURS ASPIRING

According to the Bureau of Labor Statistics, veteran-owned and SDV businesses account for approximately 9 percent of all firms and are found in most industries. There are millions of successful businesses ready to grow and new businesses started regularly, many owned and operated by veterans and SDVs who have taken advantage of the government resources. Veterans bring excellent problem solving skills and innovation to their businesses and can contribute the same assets to corporations.

There is a large network of programs offered by nonprofits, government agencies and universities assisting veterans. Corporations are realizing that veterans and SDV-owned businesses are an excellent fit in supply chains because they bring the exact qualities they need – new perspectives, ability to adhere to schedules, innovative ideas, and community connections. Corporations actively seeking veteran- and SDV-owned businesses are taking advantage of government agencies like the SBA to locate diverse businesses.

Other good sources include certifying associations. The National Veteran Business Development Council is a third-party veteran-owned business certification program and offers access to supplier diversity opportunities at companies and government agencies worth an estimated \$80 billion annually. Another important association is the National Veteran Owned Business Association (NaVOBA) which also certifies businesses.

Finding what the NaVOBA refers to as “vetpreneurs” is only a first step. Helping the vetpreneurships succeed is the next step, and companies have established processes to ensure the supply chain and the veteran- or SDV-owned business succeeds. There are big corporate names on the list like ADP, Lockheed Martin, AbbVie, Merck, AON, AstraZeneca, AT&T, Cargill, Johnson & Johnson, Nielsen, and too many others to list. Companies are developing unique approaches designed around specifics of their operations.

PROACTIVELY FINDING AND ASSISTING VETERAN-OWNED BUSINESSES IN THE SUPPLY CHAIN

A good example is Comcast, which has a proactive approach to attracting and retaining veterans, in the workforce and as suppliers. The company

created the Joint Diversity Advisory Council with members coming from community businesses and leaders. The council advises the Comcast C-suite on diversity initiatives, including developing and strengthening relationships with SDVs. Comcast depends on veteran-owned businesses to help the company remain innovative and ahead of the competition. Companies like Comcast have found that veterans and SDVs are comfortable with technology and the speed of technological change because of their military experiences.

Comcast is just one example of a large company that decided to proactively attract and assist vetpreneurs. Johnson & Johnson uses business analytics to identify veteran- and SDV-owned business and to find the best fit for them in their supply chain. AT&T developed a mentorship program for SDVs that is executed by the John F. Kennedy Institute of Entrepreneurial Leadership. It assists SDVs with meeting the challenges of competing for contracts in the global marketplace.

As firms search for the most innovative suppliers, they would do well to look first at veteran-owned businesses because many of them are tech companies.

Forbes named the “Top 25 Veteran-Founded Startups in America” in November 2016, and reading down the list makes it clear the veterans are using their military technology skills to develop innovative tech products. RedOwl combines sentiment analysis with behavioral analytics to identify potential unwanted behaviors like data theft. UniteUS designed, built, and deployed case management and care coordination technology. Rhumbix developed a smartphone app that digitizes construction foreman’s data collection processes so that it is immediately available on the web portal for use by project administrators. Sensei developed software for mobile devices that large organizations use to stay in contact with constituents.

There are many other veteran- and SDV-owned businesses that offer precisely what corporations are looking for – innovative suppliers.

TAKING MORE ACTION

Multiple resources already exist. Many corporations are actively working with veteran- and SDV-owned businesses to bring them into the supply chain and help them build capacity. What is needed is more effort among the companies that are not sure where to go or how to begin developing their own unique pathways.

The military men and women returning to civilian life have the talent, skills, and entrepreneurial spirit. What they deserve is equal opportunity to succeed.



Forbes named the “Top 25 Veteran-Founded Startups in America” in November 2016, and reading down the list makes it clear the veterans are using their military technology skills to develop innovative tech products.

TAKING A LOOK AT CAMEROON FOR GLOBAL INVESTMENT OPPORTUNITIES

Cameroon is located in Central Africa and shares borders with six African nations. It also has a west coast on the Gulf of Guinea. The excellent location coupled with governmental efforts to stimulate the economy make this a place deserving of a first look for investment opportunities.



Cameroon



BY WILLIAM BELL

Cameroon is in an ideal location because it shares land borders with the Central African Republic, Congo, Equatorial Guinea, Nigeria, Gabon and Chad. Its western border is the Gulf of Guinea. Like many African nations, Cameroon has been working to join the global economy by attracting investors.

It is a country with enormous potential to become an attractive target for Foreign Direct Investment (FDI) and especially for helping upgrade the infrastructure. Currently, most FDI is flowing from Germany and France, but India also became an investor when it built a water treatment plant. China's interest in investing in Cameroon is also growing, and the country has already invested in several infrastructure projects, like a railway.

The primary reason to invest in Cameroon in the past included a high literacy rate and a wealth of natural resources, but the government is now targeting a variety of industries for growth. In addition to infrastructure, they include the food industry, transport, rural development and tourism.

ZONES AND CONCESSIONS

First, investing in Cameroon does come with challenges because the government continues to fight corruption. However, that is true for many countries that are in the process of finding their place among successful economies. It is currently low on the World Bank's Doing Business ranking list,

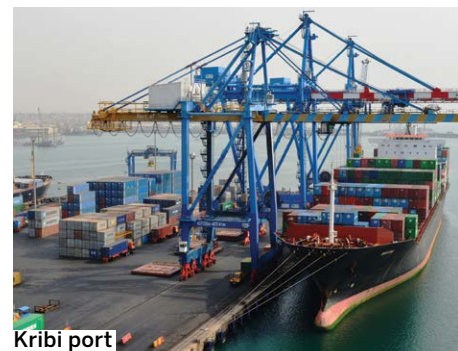
but it is also improving in categories like "Dealing with Construction Permits" and has significantly improved since the 2016 ranking in "Getting Electricity."

There is a Free Trade Zone and Export Processing Zone in Cameroon. Taking advantage of these zones can significantly reduce bureaucracy and increase tax breaks. These zones are key to Cameroon's economic growth and ability to attract investors who see opportunities. To encourage foreign investors, the government is willing to negotiate a variety of concessions that are trade, financial, tax, and commercial licensing related.

Cameroon has also been diligently working to streamline its administrative processes and to create an economic setting conducive to foreign investors forming partnerships with Cameroon businesses for exporting of goods. The partner-



Mining industry



Kribi port

ships are often set up in the Free Trade Zone and Export Processing Zone so that all partnering businesses can thrive. The first 10 years of operation can be tax and duty free operations.

ATTRACTING U.S. INVESTMENTS

In order to promote U.S. investments, Cameroon is particularly nice to U.S. businesses. Negotiations may net Cameroon government help with paying for factory setup costs and significant tax breaks. The adult literacy rate is over 55 percent, creating a good labor pool. The unemployment rate is quite low, which may be surprising to some. It is approximately 4.0 percent and includes people actively looking for work.

Wages can be set based on efficiency and productivity. Businesses are free to negotiate employer-employee contracts and can have a workforce made up of no more than 20 percent of the workforce after five years of operations. Twenty-five percent of profits must be re-invested in Cameroon, and foreign nationals can own 100 percent of the money.

The Cameroon government's goal is to be an emerging market economy by the year 2035, though the Great Recession slowed down progress. However, this is a resource-rich country, and once the infrastructure is more developed there is little doubt Cameroon will come close to reaching its goal.

Refinery capacity is growing slowly, but it is estimated that only 21 percent of the country's crude oil is refined. That is one reason countries like India and China are giving Cameroon more attention. There is talk of building a proposed liquefied natural gas plant in the near future.

RESOURCE RICH COUNTRY

Mining is another industry with enormous growth potential. Cameroon has large deposits of gold, iron and diamonds. China invested in an iron ore terminal at the Kribi deep water port in 2015. The only thing preventing significantly more investments is the need for additional infrastructure. The government is focused on improving ports,

roads, and harnessing energy resources and has allocated a significant portion of the country's budget to improving infrastructure.

Another important industry is forestry and agriculture. There is a large amount of fertile land for agricultural production, and one excellent opportunity for foreign investors is in technological and processing upgrades so that more products can be produced. Cameroon is already the world's fifth largest cocoa producer and is now focusing on increasing coffee production and packaging.

Culturally speaking, there are 250 local languages spoken, and one of them is English. The tourism industry has lots of room for growth. This is a lovely country with waterfalls, rainforest, white sand beaches, savannas, mountain ranges and active volcanoes. Realistically speaking, it is important to understand that some of the surrounding countries are still not safe for travel, but compared to its neighbors, Cameroon is quite stable. There are certain regions in the north and far north that people should avoid, but that is due to spillover unrest in surrounding countries. Cameroon is, in fact, an undiscovered gem, and one that travel agencies will find filled with interesting opportunities.

GETTING IN ON THE GROUND FLOOR

In looking for global investment opportunities, it is good to give all underdeveloped economies a periodic review. Getting in on the ground floor of economic growth can reap enormous financial benefits. It may take a while to negotiate an agreement with the Cameroon government, but once in place, foreign investors will be in a position to benefit from Cameroon's desire to build a vibrant economy.

Investing in Cameroon is also a way to get a footing in the resource rich African continent while minimizing risks, and to be a socially responsible business. It seems like a big world, but it really is not.



In order to promote U.S. investments, Cameroon is particularly nice to U.S. businesses. Negotiations may net Cameroon government help with paying for factory setup costs and significant tax breaks.



Cocoa production



Cameroon forestry

MEASURE EXECUTIVE COACHING? IT'S EASY TO DO – AND MORE IMPORTANT THAN EVER

By taking the time to measure executive coaching outcomes, organizations can add legitimacy to their coaching investments, gain support for additional efforts, and prove that even “soft” investments like coaching can have easily quantifiable returns.

BY INGRID JOHNSON

Executive coaching can be a very worthy investment for organizations, but many companies are wary of the coaching profession due to a historical lack of measurable outcomes. Often, both coaches and companies relied on how clients “felt” about the experience, allowing wholly subjective responses to be the final evaluation of the investment. However, in the current business climate, there’s a strong push for hard numbers and objective measurement.

It’s not an impossible ideal to pursue. Companies can – and indeed, should – measure the outcomes of executive coaching investments in more objective and bottom-line oriented ways. Here, some of the top methods for measuring outcomes will be examined, along with examples of how they work in the real world of business.

RETURN ON INVESTMENT (ROI)

It would be difficult to talk about executive coaching outcomes and not mention return on investment (ROI). Indeed, at many companies, poor financial results are a prime motivator for bringing in outside consultants and coaches for the executive team. However, while ROI can provide very useful information, it’s not a perfect measurement tool.

On the plus side, ROI can provide a very objective framework for discussing

outcomes. Sales have either gone up, or they haven’t. Team management costs are either down, or they aren’t. In this way, a ROI-based discussion gives a hard grounding in a space that’s often treated as a “soft science” immune to financially-based critique. Plus, ROI can be exceptionally easy to get as a data point – there’s no one to ask for feedback other than the accounting software!

On a less positive note, ROI as a metric tends to be focused on quick wins rather than on lasting mindset shift or long-term behavioral change. For example, a 40 percent increase in sales is a wonderful ROI for the first quarter after an executive coaching experience. But, that result is less impressive if it can’t be repeated or was the result of one-off behaviors that don’t stick. Thus, when ROI is being used, it should be paired with other metrics to give a better overall picture of how the executive coaching is going.

A MULTI-STEP STAKEHOLDER REVIEW SEEKS TO GAIN OUTSIDER EVALUATION OF THE EXECUTIVE’S BEHAVIOR FROM OTHER KEY PLAYERS AT THE COMPANY.



MULTI-STEP STAKEHOLDER REVIEW

A multi-step stakeholder review seeks to gain outsider evaluation of the executive’s behavior from other key players at the company. This is important in that while executive coaching is often focused on shifting executive attitudes and mindset, only observable behavior changes can truly be tracked. And, who better to provide input on the changes happening than those who stand to be the most impacted by behavior changes as they happen?

For a multi-step stakeholder review to work, it needs to include a pre-coaching, during coaching and after coaching component. The pre-coaching session should include expectation setting and establishment of current-state baselines. By doing this initial

G A M E S

IN THE CLOUD PRESENT FRESH BUSINESS TO SMART SUPPLIERS

The virtual reality universe opens new doors for suppliers. By understanding this “second world,” it’s possible to attract good attention and win fresh business.

BY KAREN WHITE

Online gaming isn’t always thought of as a rich market for profits and marketing. But as more and more games move into the Cloud, doors are opening for independent and diverse suppliers, according to a 2016 report review from Hewlett Packard Enterprise. In a space with double-digit annual growth rates, the playing field can be surprisingly level.

Of course, succeeding in the world of virtual reality and alternative gaming universes requires a certain understanding of the space. By learning the key drivers of growth and some of the big features of the Cloud-based world, suppliers can position themselves to attract more of the right kinds of attention and potentially win fresh business from key clients.

What makes Cloud-based gaming so attractive to businesses and consumers?

Cloud-based gaming is attractive to both businesses and consumers. For consumers, using the Cloud has become a way to get access to the latest versions of popular games and game variations without being restricted by memory limits

or storage restrictions on personal devices. For businesses, the ability to rapidly push out new updates, deliver richer multimedia experiences, and include purchase or lead generation opportunities right in the game brings powerful incentives to using Cloud-based gaming.

Both sides are also helped by the falling cost of participating in the Cloud. Smartphones and tablets (of all brands) are ubiquitous in homes and business environments. High-speed Internet access and the bandwidth to handle complex gaming applications are more affordable than ever. The spread of super-fast pipelines to the web, such as those provided by Google Fiber, also allows more communities to join in the fun, both in the U.S. and overseas.

Which features of Cloud-based gaming are particularly attractive to diverse suppliers?

Cloud-based gaming has several features that are particularly attractive to diverse suppliers. Barriers to entry are not high, consumers and business buyers alike are actively hunting for new experiences from new vendors, and showcasing unique personalities is encouraged. But one of the biggest features is the global nature of the space, opening a world of potential contacts and consumers up to diverse suppliers who may otherwise be limited to a smaller domestic footprint.

While the Cloud-based video game business in the U.S. is expected to grow by 33.7 percent over the next five years, growth in emerging and developing markets (and among their diaspora) will grow even more, according to Hewlett Packard Enterprise. In the Asia-Pacific market, for example, NASDAQ Global Newswire reports that an expected 46.8 percent growth between 2016 and 2022.

That adds up to an estimated \$1.12 billion in new business – business that will not necessarily be conducted in English and that will target very diverse populations. Plus, the Asia Pacific market is just one space of rapid growth. India, Africa, and Central Eurasia are rapidly embracing Cloud-based gaming, to say nothing of Central and South American markets, where expanding wireless infrastructure has a younger generation embracing games that start at home, continue on the go, and can be played on

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multiple devices.

Established, big-name brands don't necessarily have a fixed competitive advantage in Cloud-based gaming. Nimble suppliers who can innovate and bring fresh, targeted ideas to the table can easily grab market share and build a reputation as a go-to partner for products, services, and support of key initiatives. Plus, as brands seek to build out anytime access to libraries of popular titles that are accessible on all platforms for all audiences, diverse suppliers can help meet niche needs and target market demands in ways that no other suppliers would be able to do.

How can diverse suppliers best capitalize on this fun (and lucrative) new world?

With all the potential in the Cloud-based gaming space, diverse suppliers should be looking for their best path to capitalize on this fun and lucrative new world. Some of the strongest opportunities include space to bring innovation forward at low cost, the opportunity to partner with larger organization looking to expand their

supplier diversity, and the ability to fully embrace the richness of the culture in emerging markets around the globe.

Innovation in the Cloud is increasingly affordable. Nimble suppliers can add gaming features, offer companion products, or deliver fresh, fun experiences at an ever-lower cost. Plus, while legacy gaming publishers often move at a snail's pace, consumers hunger for a constant stream of new experiences, opening doors for diverse suppliers to step up and claim valuable market share for themselves.

Of course, this added nimbleness and speed of innovation also make it possible to reach out to established gaming publishers with partnership opportunities. Diverse suppliers can capitalize on a desire to expand diversity in the development team or supply chain, or serve in a consulting role to help brands reach out to niche markets where the supplier may have a particular expertise. This may be especially lucrative in spaces where companies are trying to offer Gaming as a Service (GaaS) subscription models to a wider variety of niche markets.

The richness of these niche markets also presents amazing opportunities for suppliers. Many of these markets are underserved by current Cloud-based gaming experiences, especially those developed exclusively for Western, English-speaking cultures. Emerging markets want the same expansive Cloud libraries of top games enjoyed by more established gaming markets, and they want them accessible across traditional geographic, cultural and language barriers. Suppliers who can help make that dream a reality stand to benefit from the double-digit growth trend in Cloud-based gaming, riding a rising demand curve around the world.

All in all, diverse suppliers would be wise not to dismiss the potential of the Cloud-based gaming world. The increasing "gamification" of our world means increasing opportunities for savvy suppliers who understand the space to find new partnerships, pursue new opportunities to claim market share, and use a more level playing field to explore new ways to create growth and profits in the booming Cloud-based universe.



HOW DO YOU BUILD A GREAT MULTICULTURAL ORGANIZATION?

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THE PROCESS OF DEVELOPING A TRULY SOCIAL BUSINESS

Corporate social media accounts can strengthen brand and reputation. Now some companies are realizing it is the personal social media accounts of employees that have even more branding power than corporate accounts.



BY JOSHUA FERDINAND

Social media might have begun as a medium for connecting friends and family, but it is now embedded in businesses as a strategy to strengthen corporate brand and reputation. The primary focus has been on using social media for marketing, with the company controlling the message and who delivered the message.

In the last few years, there has been a shift in recognition of the fact that employees have even more power through social media than the corporate branded social media for driving brand perceptions. In companies like Adobe, social media has evolved from being a marketing tool to being embedded across the organization to create a truly social business. The evolution has taken social media from a technology used haphazardly to one that, by design, empowers employees to achieve business objectives by using social media personally and professionally.

ADOBE BECOMES A LEADER IN SOCIAL BUSINESS DEVELOPMENT

Adobe has been a leader in embracing social media as an important business tool for value generation for many years. The company's program was initially put in place in 2009 in response to the need to break down silos to generate innovation.

Adobe's social media program model was a single "Hub and Spoke" in which the Hub became a center of excellence for strategic social media and the spokes were subject matter experts who would manage the daily social media activities for their relative line of business. This was the beginning of a social business. Eventually, there were multiple hub and spokes throughout global operations, and all of them are connected to corporate teams.



In 2012, social media first became integral to marketing campaigns like "Create Now" which introduced the Creative Cloud product. The "Create Now" global campaign used a variety of customer engagement tools like virtual scavenger hunts, engaging content and trial downloads. Rigorously created metrics proved a positive ROI was realized.

Adobe recognized the value of social media is found in its customer interactions and customer behaviors after the interaction. The customers were using their extended networks to describe their positive experiences with Adobe and to promote the brand.

THE POWER OF SOCIAL EMPLOYEES IN BRANDING

Eventually, the company began to realize that controlling the message through branded sites was no longer possible because a network of customers could drive brand perceptions with their comments and opinions on products and services.

In fact, in 2014, Adobe's Cory Edwards presented at the 2014 LinkedIn Talent Connect in San Francisco and discussed Adobe's path to developing a social culture. He said that Adobe recognized that it is day-to-day employees who are more socially relevant. Employees are trusted more than C-level employees and make the best brand ambassadors. Giving them the right social media training and access can create a social culture and encourage employees to tell the brand story, in their own words, by using business and personal networks.

In a truly social business, relevant technologies are integrated into all business practices to promote relationships and initiate conversations inside and outside the organization. Most businesses use social media for marketing purposes, but in the social business the technology is used in marketing, Human Resources, finance, IT, R&D, customer services, and so on.

Like Adobe, businesses go through stages to evolve into a social business. Today, Adobe has a Social Business Enablement unit, headed by Lauren Friedman, which integrates social media strategies into everything the business does. Friedman developed Adobe's global social media training program which is a series of courses instructing employees on how to use social media in their business areas. There are courses like Social for Talent Acquisition, Social for Product Management, Social Selling, and so on.

Adobe is activating its entire workforce with the Social Shift Training program which follows

a series of steps that start with driving awareness of the social programs (mindset). Developing the right mindset is followed by teaching employees to use social media in accordance with Adobe's guiding principles (skillset); providing employees access to content and instructing them in how to engage and build online relationships (toolset); and motivating employees to participate and engaging them in their social channels (habit).

This well-defined approach to social media in business empowers employees to share, innovate and promote the brand but in their personal style. The business hierarchy is flattened because people are encouraged to communicate with whoever they need to communicate with in order to meet business objectives.

The Adobe Social Media Center of Excellence has four pillars that guide the organization's approach. The first pillar is governance which solidifies the brand utilizes social media. The second pillar is enablement in which Adobe trains employees on the many ways social media can be used, giving guidance and information to protect the brand without restricting personal style. The third pillar is measurement, and the fourth pillar is innovation which is where Adobe works with social networks to pilot new programs and technologies.

GETTING THE ANSWERS NEEDED FOR SOCIAL MEDIA SUCCESS

Measurements play an important role in most business activities today. Adobe's metrics include the obvious one, like the number of social media visits and the number of followers. These do not go deep enough to discover whether social media is delivering potential benefits.

The more valuable metrics tell the organization if its social media efforts are helping the bottom line. One such metric asks how much more likely is a customer to buy from a company after interacting with social media. The Social Shift program collects standard measures like how much content is being shared, but it also uses metrics analyzing content to determine future interests or trends. Each Adobe business program has a useful set of social media metrics.

Adobe is ahead of most companies in developing a truly social business. It is not surprising because it requires an investment of time and money, and it takes a while before reaching full status as a social business. It also requires a big dose of faith that employees will protect the brand in the social networks. It is a process that requires a step-by-step approach, but success creates a company ready for the networked future.



Adobe recognized the value of social media is found in its customer interactions and customer behaviors after the interaction.

FINDING UNDISTURBED BEAUTY ON THE CORNWALL PENINSULA

Ecotravellers looking for undisturbed beauty eschew the traditional tourist sites of England and head for the remote Cornwall Peninsula. There they find legends and undisturbed beauty that connects them to the past and nature.

BY PAMELA GRANT

Say you are traveling to England for a vacation, and images of Buckingham Palace and the Tower of London dance in the head. Unless, of course, you are an ecotraveler. In that case, the destination is likely the Cornwall Peninsula where ancient historical sites speak of romantic legends and crowning hillsides give way to sweeping land that meets the sea.

Cornwall Peninsula is stunningly beautiful, firmly embedded in English history and folklore, and peaceful. Travel to the southwestern tip of England takes some planning, but the reward is the re-discovery of mermaids, Camelot and rugged scenery.

LIKE A DREAM THAT NEVER FADES

Cornwall is one of those places that seems a bit like a dream. It is not like it is undiscovered or one of the world's best kept secrets. It has plenty of people living in seaside towns. Yet, it is often overlooked because tourists choose to visit places like Buckingham Palace or the City of Bath, founded by the Romans as a thermal spa.

These are wonderful sites, but ecotourists are usually looking for the spots that are less frequented, and offer cultural and natural beauty that is largely

untouched. In that case, the road leads to the Cornwall Peninsula which has changed very little since the Iron Age.

The rugged peninsula juts out into the Celtic Sea and English Channel. Though it is in the United Kingdom and the people are solidly English, they are also considered a diverse group with their own particular sense of history and separateness which are sources of pride.

It has such rugged terrain that it even discouraged the Romans and the Saxons from invading the region. That left the area in the control of the Celtic tribes, which had been home for the Celts since 10,000 B.C. It helped that the Tamar River made a convenient border between the Devon in the east and Cornwall to the west. The river flows through the Tamar Valley, and crossing it is like a journey into a rich ancient cultural past where historical sites remain mostly untouched.

MERMAIDS AND MERRY MAIDENS

In fact, ecotravellers will be thrilled by spotting the Iron Age stone outlines that separated fields near the coast. There is plenty of coast to enjoy, too. D.H. Lawrence wrote an ode to Cornwall in which he captured the essence of its rugged beauty.



Buckingham Palace

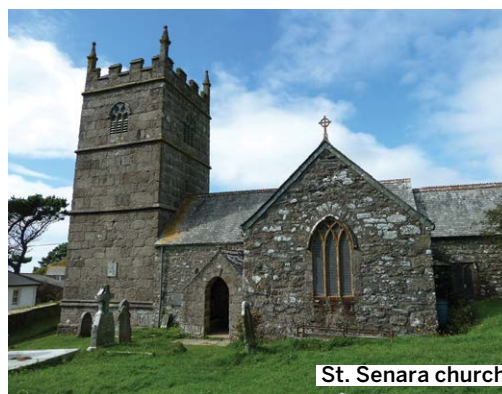
"High shaggy moor hills," he wrote, "and a big sweep of lovely sea."

There are several places where ecotourists immerse themselves in history even while resting. The Tinner's Arms is a 13th century pub in the heart of Zennor which has an attached bed-and-breakfast. Tinner's Arms was originally built to accommodate the stone masons building the Church of St. Senara in Norman times and offers a glimpse into the charming legends that capture the heart of visitors. The 600-plus-year-old "Mermaid Chair" sits in a side aisle of the church and has a carving of a mermaid holding a mirror and comb. It is the fascinating blend of religion and mythology that adds such an entrancing quality to all of Cornwall. The mermaid was said to have been attracted to the town by the singing of a young man. Such romance is hard to resist.

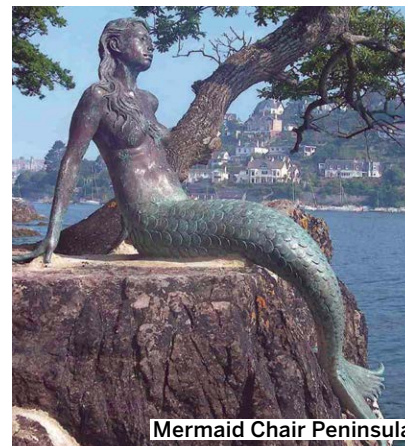
There are other sites where legends live. The Merry Maidens, also known as Dawn's Men which is translated from Dans Maen or dancing stones, is a circle of 19 standing stones that have been dated to 2,500 B.C. The stones are said to be maidens who were turned to stone in retribution for dancing on the Sabbath. It is perfectly circular, and they are situated in an area where many other archeological



Peninsula



St. Senara church



Mermaid Chair Peninsula



St. Michael's Mount



Polhendra

sites have made it clear this area was used for ceremonial purposes.

WHERE ONCE THERE WAS A SPOT...

The history does not end with mermaids. Tintagel is in Cornwall and is the birthplace of King Arthur and the location of Camelot. Though the historians continue to search for proof King Arthur or Camelot existed, it is easy to believe both were very real when gazing at the Castle of Tintagel and the rugged coastline.

This is also where ecotravelers can discover life in the Dark Ages because there are remains of houses that were (incredibly) built between the 5th-7th centuries A.D. The historical sites, legends and indescribable natural beauty will make a believer out of the even most hardened doubter.

Ecotravelers can immerse themselves in ancient history with ease on the Cornwall Peninsula. Unlike many places, the ancient historical sites are mostly free from development. People can still walk up to them unhindered, unusual in this day and age. One of the reasons is that Cornwall's rugged terrain really has discouraged excessive tourism.

The Celtic named places like Polhendra, Ruan Lanihorne, and Crugsillick lure

visitors to continue exploring deeper into Cornwall's wooded valleys, view the coastline cliffs, and discover the bays and coves. Visitors are also lured by the pubs selling iconic English fish and chips, and quite frankly, no one makes better fish and chips than an English person. Go to the southernmost point of mainland Britain and imagine what it must have been like for ships trying to avoid the savage coast of the Peninsula. Lizard Light still warns mariners of the dangers.

CHOOSE A PATH

Drive the coast along Tinner's Way; visit St. Ives; or walk St. Michael's Mount from the mainland during low tide on a stone path once used by pilgrims. Feel the Celtic vibe. Appreciate the wild appeal of the rugged scenery. Visit freely with villagers. Stand alone on the coast and imagine mermaids swimming to shore and invaders turning away.

This is a spot that remains undiscovered, despite a population of over half a million. It is unusual, beautiful and a place where legends can flourish. Any ecotraveler looking for a place "far from the madding crowd" will adore Cornwall.



St. Ives

HEARTY AND DELICIOUS DESCRIBE SLOVAKIA'S TRADITIONAL FOODS

BY JOHN JACOBS

Skalický Trdelník

Slovakia has preserved its culture and separate identity over the centuries, even as other countries claimed the country for their own. Today, the food culture serves as a reminder that people embrace their uniqueness as a matter of pride.

Slovakia is a country with strong rural roots, and that has had an enormous influence on the traditional food. There is no Slovak food, per se, but that is because the cuisine is hearty farm food that was meant to feed hard working farmers and to use local ingredients.

Do not confuse farm food with ordinary food though. Traditional Slovak meals are rich in flavor and make extensive use of thick filling sauces, meats, cheese, potatoes, and other filling ingredients. It is food that reflects an agricultural past with a healthy dose of Hungarian and Austrian influences added, and a dash of German.

SIMPLE BUT FILLING

Many people have heard of Slovakia but cannot pinpoint its location if asked. It is located smack dab in the middle of Europe and was part of the Moravian empire in the 9th century, conquered by the Germans and Magyars in the 10th century,

and under Hungarian control from the 10th until 1918. It then became part of the Czechoslovak Republic, followed by years of turmoil as the country was dependent on Germany, quashed by the communist Soviet, and eventually in 1993 became Democratic Slovakia which is now part of the European Union and a NATO member.

It is easy to confuse simple with plain, but Slovak food is anything but plain. It is the type of food that people would likely eat every day because it is satisfying, filling, and has history built into the recipes.

Slovak dishes use typical farm products like cheese from sheep and cows; potato or wheat flour; meats and chicken; and a variety of vegetables that include beans, carrots, corn, and other vegetables. There is rye bread and fruits like peaches, apples, and plums. In other words, meals include a wide variety of ingredients and foods that are always filling and always interesting.

Just talking about traditional Slovak

food is enough to make a person hungry. There is bryndzové halušky which is potato dumplings with roasted bacon and sheep cheese. Potato lovers will adore zemiakové placky which are potato pancakes fried in oil with garlic. Lokše is also a potato pancake. In fact, pancakes are a particular favorite of Slovaks because they are served at various meals and as a sweet dish like dolky.

SAY CHEESE AND PASS THE DESSERT

There is no doubt that Slovaks have a sweet tooth.

Žemľovka is a baked sweet pudding that is made with apples or pears, and white bread. The ingredients are steeped in heated sweetened milk and butter, and cinnamon, nutmeg, vanilla, and raisins are added.

Bábovka is a pound cake with cocoa powder and powdered sugar. Slovaks enjoy nut rolls made with rum and shredded



Bryndzové Halušky



Vepřo-Knedlo-Zelo



Segedínsky guláš

ded nuts and parené buchty which are steamed buns or dumplings made with jam. There are fried dumplings (sisky) and pasta filled with jam (perky).

Of course, there is trdelník which is a sweet pastry made from rolled dough that is wrapped around a stick, then grilled and covered with sugar and walnuts. Skalický trdelník is a particular version that is said to have been brought to the village of Skalica in the late 1700s by a retired Hungarian general. The townsfolk in Skalica made the recipe their own, and now it is a traditional food.

Cheese is also a popular food, and Slovaks have developed their own tra-

ditional products. Oštiepok is produced from sweet sheep cheese. The cheese is placed in a hand-carved, wooden round form to age. Once aged, it is immersed in salt water where it stays until the salt has penetrated the cheese. Parenica is unripe steamed sheep cheese that is shaped into a twisted ribbon. Cheese fried in bread crumbs is another traditional food. These are just a few of the specialty cheeses that are so popular and make frequent appearances at meals on a daily basis.



Zemlovka



Tekvicový Prívarok



Oštiepok

STEAMING SOUPS

Of course, the foods of this wonderful country include more than cheese and desserts. Hearty, steaming soups are often served. The soups offer perfect opportunities to use a variety of ingredients that create a blend of flavors. There is bean soup made with beans and root vegetables like carrots; goulash soup made with beef, potatoes, marjoram, and paprika; and the outstanding kapusnica made with smoked pork sausage and sour cabbage.

Tekvicový prívarok is a thick soup that is made with different main ingredients. The cook's choice determines the flavor. Cooks may use pumpkin, potatoes, or beans blended with onion, sweet cream, red peppers, vinegar, bay leaves, and other spices, depending on the main ingredient.

There are some unique foods, too. Treska v majoneze is a cod salad with vegetables and mayonnaise. Jaternica is pork blood sausage with rice, and klobasa is pork sausage with spices.

Even the ordinary sounding dishes are unique. For example, sviečková is beef in a cream sauce that is served with dumplings. However, the beef is stewed with vegetables like carrots, celery, parsnips, and onion, plus bacon. The sauce is made with cream and the vegetables pureed after the meat is cooked.

Other popular dishes include pork with dumplings and cabbage (vepřo-knedlo-zelo) and segedin goulash (segedínsky guláš). By the way, wiener schnitzel is a traditional Slovak food.

FILLING FOODS

Slovakia's traditional foods will never be called delicate. They can only be called hearty, filling and delicious. It is food for people who work hard and enjoy a good meal that takes advantage of local products.

Expert local cooks keep traditions alive by passing recipes from generation to generation. Many of the foods found on the tables in homes are the same foods served in restaurants.

If anyone ever has the opportunity to visit this wonderful country and to taste the rich and flavorful foods, it readily becomes apparent that history is solidly encased in the cuisine.

NAWBO National Survey Reveals Female Business Owners Plan to Hire More Staff, But Not Incur More Debt

WASHINGTON, D.C.

The National Association of Women Business Owners (NAWBO) has announced results from its Annual Membership Survey. The National Association of Development Companies (NADCO) served as a partner on the survey.

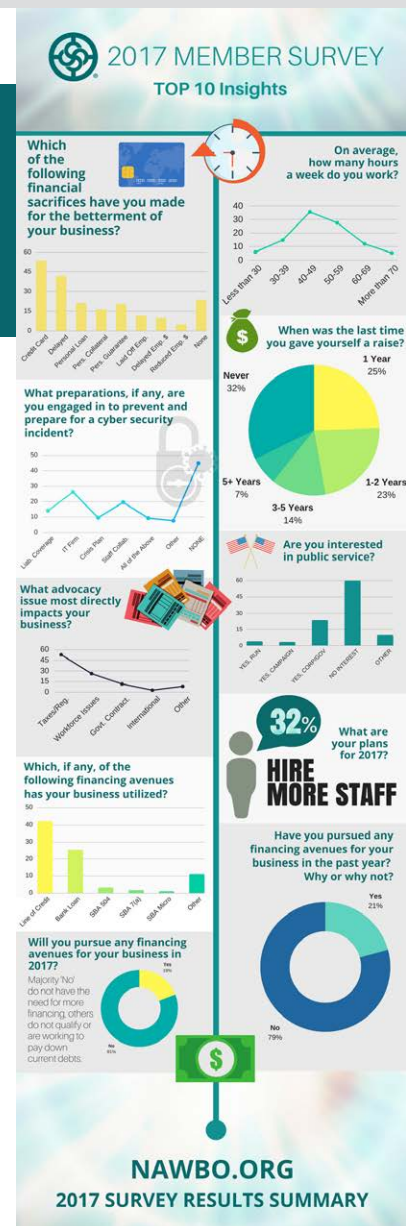
The Annual Membership Survey reveals that many female business owners who responded plan to hire more staff in the year ahead (32.67%). At the same time, the vast majority (79.65%) have no plans to pursue financing options in 2017.

The survey also revealed that more than a third (35.33%) of female business owners who responded work between 40-49 hours a week, more than half (53.43%) have carried business costs on a personal credit card and nearly one-third (32.29%) have never given themselves a raise.

"Women business owners are one of the fastest growing segments of our economy, a trend that is likely to continue, especially if we provide the tools and resources for more women to start and grow their businesses," said Teresa Meares, NAWBO National Board Chair. "As our survey reveals, women business owners put so much of themselves and their resources into their business. They could accomplish even more with additional loan and financing programs. That is why we continue to advocate for the modernization and expansion of programs within the Small Business Administration to do just that. We are proud to work with SBA toward achieving that shared goal."

The majority of respondents to the survey cited taxes and regulations (52.52%) as the top advocacy issues impacting their business. Workforce issues, including healthcare and pension reform, ranked as the second impactful set of issues at 25.87%.

"Women business owners are a rapidly growing force in the American entrepreneurship story - we are so privileged that NAWBO invited NADCO to collaborate with them on this survey so that we can better understand and serve women entrepreneurs seeking access to capital for fixed assets in the future," said NADCO President and CEO Barbara A. Vohryzek.



STEM Students Who Learn by Example May Miss Key Concepts

ST. LOUIS

No matter how smart, well-prepared or hard-working, many college students struggle with rigorous introductory science courses because their approach to learning fails to provide a working knowledge of abstract concepts that underlie examples presented in the classroom, suggests new research from Washington University in St. Louis.

"Our results find that individual differences in how learners acquire and

represent concepts is a potentially crucial factor in explaining the success or failure of college students learning complex concepts in introductory chemistry courses," said study co-author Regina F. Frey, the Florence E. Moog Professor of STEM Education in Arts & Sciences.

The findings, published online May 12 in the Journal of Chemical Education, are important because they may help to explain why so many aspiring students make an early exit from science, technology, engineering and math (STEM) programs after failing to perform well in tough introductory science courses.

In this study, which included more than 800 students taking chemistry courses over three semesters at a highly competitive research university, about

50 percent of those tested were classified as having difficulty making the leap from example to concept. And that was true of students with similar educational backgrounds and equally high marks in advance placement courses and college entrance exams.



Gov. Larry Hogan Announces Excel Maryland Initiative to Grow Life Sciences and Cyber Startups

ANNAPOLIS, MD.

Maryland Gov. Larry Hogan opened the state's recent inaugural Governor's Business Summit before a crowd of more than 700 business, education and community leaders at the Hilton Baltimore.

The day-long economic development conference, hosted by the Maryland Marketing Partnership, highlighted the issues and industries driving Maryland's economy, including developing the workforce through innovation training, protecting businesses from cyber threats, tapping into global markets, and attracting venture capital, among other key topics.

Gov. Hogan described how the administration's commitment to making Maryland "Open for Business" has delivered positive results around the state. Since January 2015, Maryland has added nearly 100,000 jobs and successfully recruited major new investments from companies like Amazon, Lidl, Under Armour, and Pinnacle Foods. Notable job creation wins include the announcement of Marriott's \$600 million new headquarters complex in Bethesda; the retention of McCormick's headquarters in Baltimore County; Morgan Stanley's 800-job expansion in Baltimore City; and \$100 million in new investment by Northrop Grumman, which directly supports more than 10,000 jobs in Maryland.

"Saying we are 'Open for Business' isn't just a catchy slogan on road signs – it actually defines our mission, and it's why I ran for governor," said Gov. Hogan. "We said we were going to help our businesses grow, put more Marylanders to work, and turn our economy around, and we have been doing exactly what we said we would do. Maryland's economy is stronger than it's been in more than a decade."

To build on the progress of the last two years, Gov. Hogan announced that the administration is launching a new comprehensive, statewide economic development strategy called Excel Maryland. The initiative will be focused on developing new collaborative strategies to accelerate growth in the life sciences and cybersecurity industries, which are already flourishing in the state.

A steering committee includes officials from the Maryland Department of Commerce and the Maryland Department of Labor, Licensing and Regulation, in partnership with Johns Hopkins University and the University System of Maryland, along with the Maryland Economic Development Corporation. The committee is being led by Dr. Susan Windham Bannister, the found-



Larry Hogan,
Gov. of Maryland

ing president and CEO of the Massachusetts Life Sciences Center, who helped drive Massachusetts to become a leading state for life sciences employment per capita.

"With the launch of our comprehensive, statewide economic development strategy called Excel Maryland, we will focus on new collaborative strategies to accelerate growth in some of the sectors where Maryland already leads, including the life sciences and cybersecurity industries," said Gov. Hogan. "Excel Maryland will help pool the talents of our state agencies, our universities, and our private sector industry experts to help us create an environment in Maryland where more companies can start up here, and never stop growing here."



Our diversified network of suppliers is not only the foundation of our robust global supply chain – it's what inspires innovation and quality unmatched by any other vehicle manufacturer in the world. bmwusfactory.com/diversity

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THE NEXT
100 YEARS



MONSANTO SUPPLIER DIVERSITY MENTORING PROGRAM GRADUATES SECOND GROUP OF BUSINESS EXECS

ST. LOUIS

On April 27, Monsanto graduated its second class of executives from the Monsanto Supplier Diversity Mentoring Program (MSDMP), offered by Monsanto's North America Supply Chain team. Eight graduating suppliers joined Monsanto on campus for a panel discussion and ceremony to round out the 12-month program.

The MSDMP is a development program designed for certified diverse businesses with majority ownership by diverse individuals including minorities; women; people with disabilities; veterans; disabled veterans; and persons who are lesbian, gay,

bisexual, and transgender (LGBT). The program includes a combination of face-to-face mentoring with members of Monsanto's executive leadership team, on-site training sessions with Monsanto subject matter experts, assessments led by members of Monsanto's Supplier Relationship Management team, and access to a third-party professional development coach.

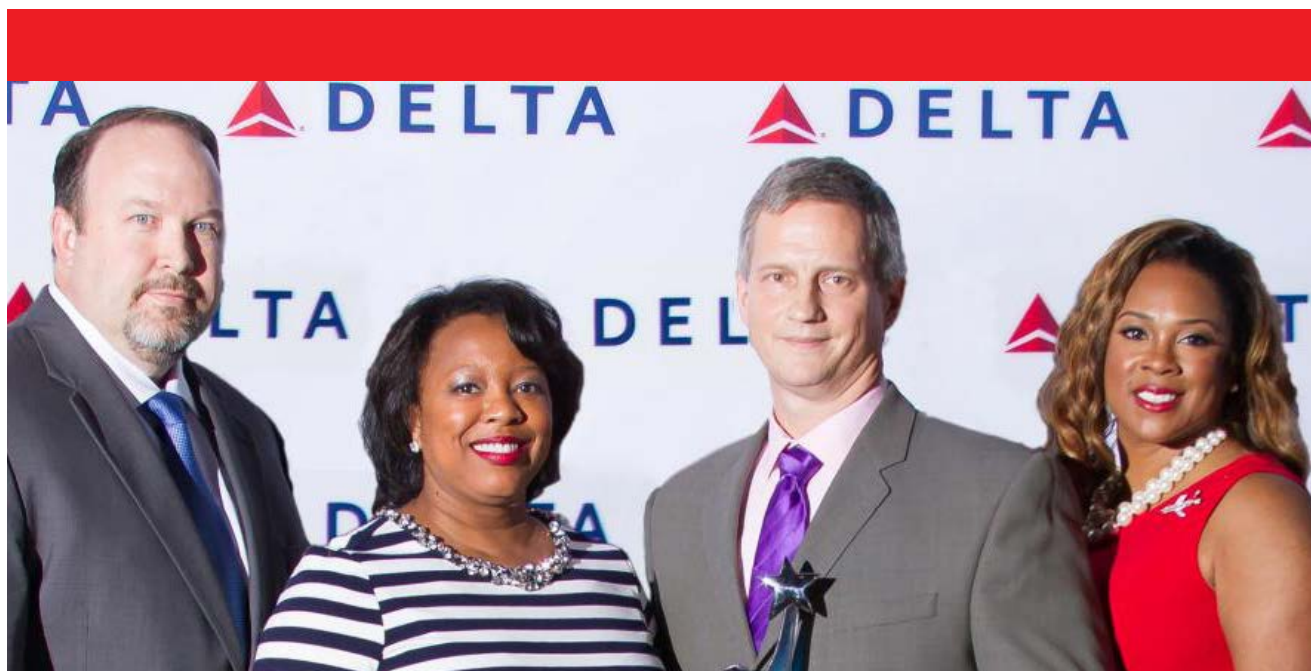
“The MSDMP is one way Monsanto is demonstrating our commitment to provide diverse suppliers with the training, development and tools necessary to compete in the marketplace,” said Peter Stoyloff, Global Procurement Lead (CPO) with Monsanto. “Proactively partnering with diverse suppliers has, and will continue, to produce a wealth of opportunities for both Monsanto and the communities we serve.”

This is the second group of suppliers to complete the program, which launched in 2015. The MSDMP is considered a best-in-class program based on feedback from diversity supplier organizations and recognition by the editors of FORTUNE magazine.

“This program will give you the tools, it will give you the top-notch resources, and the time to really take your business to the next level,” said Lisa Nichols, an MSDMP mentee and CEO of Technology Partners. “This is an opportunity that you cannot afford not to put your hat in the ring for.”



The recent MSDMP graduates/diverse business owners. The next class is set to begin in the fall of 2017



BY THE NUMBERS: AFRICAN-AMERICAN SUPPLIERS FUEL DELTA'S SUCCESS

African-American suppliers have played an important role in Delta's success. Black History Month provides an opportunity to highlight the many efforts of its suppliers and the history of the Supplier Diversity program.

Supplier Diversity began as an initiative to provide business opportunities to black suppliers in the 1970s, and has evolved over time to now include other ethnic groups, women, veterans and members of the LGBT community.

Here's a look at supplier diversity by the numbers:

40 – The number of years that Delta has been involved in supplier diversity. Delta was one of the founding members of the Georgia Minority Supplier Development Council in 1975, and remains a primary sponsor of the state's top minority business advocacy organization.

\$350,000,000 – Delta's annual spend with African-American suppliers. Delta's Supplier Diversity program is growing and expanding, with African-American spend representing a significant growth opportunity.

20 – The years of service to Delta for one of the company's longest-tenured African-American suppliers. A number of key suppliers – who still serve Delta today – have been providing quality goods and excellent service to Delta for 20 years.

20 – The number of years that Delta has had a formal Supplier Diversity program. Delta hired its first dedicated Supplier Diversity leader 20 years ago, kicking off the program that is now among the leaders in the industry.

\$1,000,000,000 – Delta's long-term diverse spend goal. Delta is engaging on a plan to join the Billion Dollar Roundtable, an elite group of companies that spend at least \$1 billion per year with certified minority- and women-owned businesses.

Delta's African-American partners span the entire spectrum of supply chain categories, ranging from advertising and transportation to maintenance and food services, supporting divisions across the company.

These industry-leading firms build terminals and facilities for Delta, install, operate and maintain mission-critical systems and technologies, supply logistical support that keeps the airline flying, and prepare delicious treats served to passengers all over the world. They are intricately involved in every aspect of Delta's service.

Delta celebrates its African-American partners, and other diverse suppliers, each year at our Star Awards recognition program. For more information, visit delta.com/supplierdiversity.

LOUISIANA LAUNCHES BUSINESS STARTUP PROGRAM FOR VETERANS

BATON ROUGE, La.

Gov. John Bel Edwards, Louisiana Economic Development Secretary Don Pierson, Louisiana National Guard Adjutant Gen. Glenn Curtis and Louisiana Department of Veterans Affairs Secretary Joey Strickland announced the creation of the Louisiana Veteran Entrepreneurship Program to boost business opportunities for Louisiana veterans as they leave active duty. LVEP's focus is both short-term, with an intensive boot camp at the outset, and long-term, with ongoing counseling from small business partners.

Developed through a partnership of LED, LDVA, the Louisiana National Guard, the Louisiana Business & Technology Center and LSU Executive Education, the program will train an estimated 108 participants in its first year. Goals target at least

30 percent of those participants launching a business and collectively raising at least \$5 million in startup capital. A long-term goal for the program is to create 100 new jobs through newly formed businesses operated by LVEP-trained veterans.

"As a veteran and small business owner, I'm proud to announce the launch of the Louisiana Veteran Entrepreneurship Program, which will help us connect a highly skilled veteran workforce with the specific training and resources needed to launch their own businesses," Gov. Edwards said. "As these dedicated servants make the transition from U.S. military and Louisiana National Guard service, they do so with a wide array of skills, including leadership, strategic planning, contingency planning, creative problem-solving, risk management and task execution. These rank high among the traits required for owning and operating a business, and what better way to honor the service of our veterans than by positioning them for success in Louisiana's business community."

After an application and screening process, LVEP participants will begin with a three-week, online-learning program, followed by a face-to-face training session. This intensive model will outline critical steps to start, operate, fund and launch a business while giving veterans the tools needed to develop their business ideas.

"The Louisiana Veteran Entrepreneurship Program will transform the skills that our veterans possess into the complete package they need to launch their own businesses and create their own jobs," LED Secretary Pierson said. "As we honor veterans for their service, it's our hope that these sessions, tools and resources will promote further self-sufficiency and lead to success in the business world for these dedicated patriots. As a veteran myself, it's an honor for me as LED secretary to play a role in launching the program this Memorial Day."

The Louisiana Business & Technology Center at LSU Innovation Park in Baton Rouge will deliver LVEP training in a curriculum designed by LSU Executive Education. Training will include business planning, marketing, financing, capital formation, securing a franchise, and other aspects of business development. In Baton Rouge, LBTC and LSU Executive Education will deliver training for the pilot program this summer and early fall, with additional program boot camps occurring in late 2017 and early 2018 in other parts of Louisiana that feature strong concentrations of veterans.

"This is LSU's way of thanking our state's military heroes for their service by helping them develop a second career after their military service," said Executive Director Charles D'Agostino of the Louisiana Business & Technology Center. "The program will be conducted jointly by LBTC and LSU Executive Education of the E.J. Ourso College of Business. At the end of the boot camp, veterans will exit with a business plan, an implementation plan and introduction to potential investors and lenders to help them make their dream a reality."

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EMOTIONAL OUTBURSTS DO NOT BELONG ON THE GOLF COURSE OR IN THE OFFICE



Sometimes, golfers lose it on the golf course. They throw tantrums or golf clubs, in a way reminiscent of the manager who suddenly loses his or her temper. Such outbursts are wrong on the golf course and equally wrong in the business environment.



for posterity and tends to follow the golfer around from that point forward.

Emotional outbursts in the office have the same result. When a manager loses his or her temper, something is lost in terms of how people view that person. The manager is considered unpredictable whether directing staff or trying to land a business deal. For golfers and business people, the lingering question is always: When will it happen again?

NOTHING TO GAIN

There are many stories of golf temper tantrums. Most are about men, but that is only because golf has mostly been a man's game over the centuries. That is changing. Women are not exempt though. Jessica Korda fired her caddie mid-round at the 2013 U.S. Open. No doubt there will eventually be more instances of a female professional golfer losing her temper, though they seem too far fewer in number compared to men golfers.

Whoever loses their temper on the golf course puts on a show for the audience, but is anything else accomplished? In business, the same question can be asked: Does losing your temper have consequences? The respective answers are: Nothing is accomplished, and there are consequences.

Getting angry on the golf course does not help a golfer play better, improve a swing, strengthen a reputation or personal brand, or earn respect. Yet, there are plenty of examples of professional golfers in major tournaments losing their temper on television, forever recorded for posterity and frequently recalled by sports fans and journalists alike. One of the notable characteristics of the temper tantrums is the different forms they take.

The word “tantrum” is not usually used to describe adults, but sometimes it applies. Picture a professional golfer kicking a golf club or throwing a ball into a lake in a fit of frustration. The reaction of the crowd is seldom good. While people tend to expect fits of temper at the NASCAR races, golf is a game with a reputation for professional participant behavior. When a professional golfer – or any golfer for that matter – loses his or her temper on the golf course, it is unbecoming behavior that is recorded on video

BY VINCENT PANE



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Phil Mickelson swore at a photographer. Rory McIlroy threw a 3-iron in the lake. Bubba Watson yelled at competitor Steve Elkington, got mad at the wind and an anthill, and got upset at a cell phone going off in the crowd of spectators. Woody Austin broke a putter on his head. Sergio Garcia threw his club into the lake.

In fact, lots of frustrated golfers have thrown their clubs into the golf course lakes and ocean waters. Golfers have thrown golf balls, shoes and hats; beat their golf bags; and sworn at caddies, spectators, competitors and their equipment.

WHEN MANAGERS GET EMOTIONAL

Sometimes it is difficult to remain calm, but emotional outbursts come with consequences on the golf course and in business. Years ago, Psychology Today ran an article titled "Frustrated Golfer Syndrome: Causes and Cures." It says that golfers imagine they are about to make a great shot, and when it fails to materialize, the result is some kind of tormented response. This is not true for all golfers, but there is plenty of evidence it is true for many.

Managers who give in to emotional outbursts are often similar to golfers. He or she imagines the success of a profitable deal that was set up with great care, only to watch it fall apart at the end. In a fit of anger, the manager calls a meeting to berate the project team leader (the caddy, so to speak). Sometimes, the manager's staff simply makes mistakes which leads to an exhibition of their leader's temper. Managers get upset when deadlines are missed, simple tasks turn into major efforts, costly mistakes are made, or communication breaks down.

It is not just lower level managers. Temper tantrums reach the C-suite. Just recently, the Uber CEO lost his temper with a driver when the driver questioned the company's policies. It was caught on video and, of course, posted online to go viral.

Yelling at people is simply not a good management technique. That may seem obvious. It is human to have the occasional outburst, but good managers communicate with employees and other people rather than yell at them in frustration. It is counter-productive and can permanently damage the manager's career and ability to keep employees engaged.

When employees are disengaged because of fear, productivity is bound to decline. Employees who are frequently berated lose their confidence in their ability to do their job, get frustrated themselves because they cannot respond to the manager's outbursts, and lose respect for the manager and the company that allows him or her to act in such a manner. In a tight labor market, people will just find another job, which is why met-

IT IS HUMAN TO HAVE THE OCCASIONAL OUTBURST, BUT GOOD MANAGERS COMMUNICATE WITH EMPLOYEES AND OTHER PEOPLE RATHER THAN YELL AT THEM IN FRUSTRATION.

rics indicating high turnover rates should be reviewed from all angles. In some cases, employees will even try to sabotage the manager.

Staying cool on the golf course and in the office may be challenging at times, but it is well worth the effort. Golfers who are good competitors and treat others fairly are more respected than those who lose their tempers. They are also more likely to maintain control of their swings, shot planning, and ability to overcome mistakes.

The same outcomes will occur when business men and women react with anger. Managers who allow their frustration to rule their management style are not likely to make good decisions, plan effectively, or properly train and develop their employees when they make mistakes. They also can damage the company culture and reputation because social media enables employees to tell the world about their working conditions.

Expressing anger is never a good communication strategy, whether playing golf or at work.



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